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THE UNIVERSITY OF ALBERTA

JOB SATISFACTION OF HOME CARE NURSES FROM TWO WESTERN CANADIAN SUBURBAN SETTINGS

by

JOAN IRENE JOY WAGNER

(C)

A THESIS

SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF EDUCATION

DEPARTMENT OF EDUCATIONAL ADMINISTRATION

EDMONTON, ALBERTA

FALL, 1991

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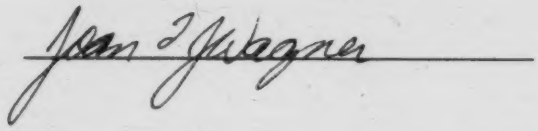

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FACULTY OF GRADUATE STUDIES AND RESEARCH

The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies amd Research for acceptance, a thesis entitled JOB SATISFACTION OF HOME CARE NURSES FROM TWO WESTERN CANADIAN SETTINGS submitted by JOAN IRENE JOY WAGNER in partial fulfillment of requirements for the degree of Master of Education.

R. G. McIntosh

L. L. Stewin

T. C. Montgomerie

Date: October 7, 1991

DEDICATION

To my grandparents -- deprived of an education in their native country, they believed that education was the future of their new homeland.

To my parents and family -- they followed this dream and influenced me to follow the same dream.

To my husband and children -- they encouraged and supported me during this endeavour.

ABSTRACT

The primary purpose of this study was to assess the job satisfaction of home care nurses in a sample selected from suburban communities in a western Canadian setting. Six specific research questions were examined.

This research was designed as a descriptive survey. The questionnaire utilized for the data collection was originally designed to measure the job satisfaction of hospital nurses in the United States. The survey questionnaire was modified slightly by the researcher and administered to all the nurses in two suburban home care offices. The respondents consisted of staff nurses and management nurses. Fifty seven out of 61 questionnaires were completed for a return rate of 93%.

Factor analysis revealed four satisfaction factors (Intrinsic, Involvement, Interpersonal and Extrinsic) which were similar to the factors identified by the American research in the first satisfaction index. Factor analysis of the satisfiers composing the second satisfaction index, as described by Munson et al. (1974), failed to reveal factors similar to the American research. Consequently, all statistical analyses on the Canadian data were conducted using the factors identified in the first satisfaction index. Descriptive and analytical statistical procedures were used to answer the research questions of the study and content analysis was used to analyze the open-ended question.

Analysis of the data revealed that the home care nurses were "very much" satisfied with their present jobs. The two factors which were the best predictors of job satisfaction were Intrinsic Satisfaction and Interpersonal Satisfaction. Satisfiers composing these two factors were also ranked by the Canadian home care nurses as being most important to job satisfaction. Application of Maslow's theory indicated that most of the Canadian home care nurses surveyed were searching for opportunities to achieve Involvement satisfaction in their present employment.

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CHAPTER 1

INTRODUCTION

Background of the Problems

The job satisfaction of nurses is of interest for several reasons. Blegen and Mueller (1987) stated that job satisfaction was related causally to turnover. Munro (1983) stated that hospital nurses have "more than three times the turnover rate of teachers and one and one half the turnover rate of social workers" (p. 350). Although similar figures for home care nurses' turnover are not available, the problem of turnover is significant to home care as turnover is always associated with the additional costs of hiring, training and orientation.

Job satisfaction is also a possible determinant of quality nursing care to patients. Weisman and Nathanson (1986) studied the relationship between professional satisfaction and patient outcomes and discovered that certain organizational factors may simultaneously "satisfy professionals and result in better client outcomes" (pp. 1183-1184).

Finally, job satisfaction may be viewed as important to the smooth functioning of the organization and the health of the individual. Erdman (1973, p. 77) conducted a 15 year study which showed that satisfaction with work and overall happiness were stronger predictors of longevity than medical or genetic factors.

The author of this article found very little literature on home care nurses' job satisfaction. One article (Curreri, Falk, Gilley & Swansburg, 1985) also described a paucity of job satisfaction literature in this area of nursing practice.

The expanding costs of hopital care has resulted in the implementation of cost reduction programs and the rapid growth of home health care. This is especially evident in the United States where the government has implemented a prospective method of payment for hospitals based on the utilization of Diagnostic Related Groups. According to this method of payment, hospitals receive a predetermined amount of money for each patient admitted to the hospital with a specific disease. The payment is unrelated to the actual length of patient stay or the actual costs of care for the patient but is based on an

average cost for similar patients. The implementation of the Diagnostic Related Groups reimbursement scheme in the United States has resulted in a reduced hospital patient population and a rapidly increasing home health care population (Eisenberg, 1986). Expanding costs of the Canadian health care system may result in the implementation of similar cost reduction systems in Canada which will also result in an increased home health care population. It is essential to investigate the factors which will help employers to retain nurses in the home care field and also increase nurse productivity, thus enabling administrators to provide cost effective health care for the expanding number of home care clients.

Statement of the Problems

Problem 1

What are the factors, revealed by a statistical analysis of the survey responses, which contribute to job satisfaction?

Problem 2

Which satisfiers do the sample population of Home Care nurses in two specific suburban locations identify as being most important to job satisfaction?

Problem 3

To what extent are the the following personal, professional or organizational variables associated with the factors identified in the study?

1. highest level of education
2. number of years spent in community-based nursing
3. number of years spent in home care
4. total number of years employed in nursing

5. full, part-time or casual employment
6. position in the organization's structure such as staff nurse or manager
7. employed in the general program or in the palliative program
8. number of clients on the case load
9. marital status
10. age
11. age of children at home
12. number of children at home
13. employment agency

Problem 4

What are the overall satisfaction levels of the sample population of home care nurses?

Problem 5

Which satisfiers are perceived by nurses in the sample population to contribute to overall job satisfaction in their current jobs?

Problem 6

Which factors contribute most strongly to overall job satisfaction in the nurse respondents' current jobs?

Significance of the Problems

This research will attempt to identify the major nursing satisfiers present in the home care system. The health care system is entering a time of financial restraint. The increasing numbers of clients who have been discharged early from the hospital and require more

complex care have increased the need for qualified home care nurses. Home care agencies must hire more nurses to meet this need and additional efforts should be made to keep the turnover of experienced home care nurses to a minimum, since increased turnover means increased training costs.

Herzberg suggested that more effort be spent on developing opportunities to enrich an employee's job as this enrichment will lead to increased job satisfaction which is associated with decreased turnover and increased job productivity (Curreri et al., 1985). Identification of satisfiers in the home care system will also assist in the development of an employee profile. This will aid administrators in the selection of employees who respond positively to the home care nursing environment. The employment of nurses whose satisfaction needs are met by the home care work environment will result in reduced nurse turnover.

Definition of Job Satisfaction

Davis (1980) described job satisfaction as a subjective emotional response to the elements of the job. Hall, von Endt and Parker (1981) defined satisfaction as "the balance between what one expects and what one receives" (p. 30). Munson and Heda (1974) identified three elements, each in principle subject to measurement, which make up the concept of job satisfaction:

1. the amount os satisfiers a person perceives as available
2. the yardstick by shich he judges the adequacy of the amount
3. the relative importance he attaches to this component of satisfaction (p.161).

Delimitations, Assumptions and Limitations

Delimitations

1. The survey will be restricted to the nurses employed by two specific suburban home care divisions.

2. The study is concerned with current levels of satisfaction.
3. The questionnaire is restricted to a limited number of items for which the respondents are asked to provide ratings of importance, their perception of the amount of satisfaction available and their perception of how much satisfaction should be available.

Assumptions

1. It is assumed, based on the literature review and a pilot survey, that the satisfiers listed in the questionnaire represent a complete catalogue of aspects of the job situation for nurses in the sample population related to satisfaction.
2. It is assumed that respondents will interpret the questionnaire in the manner intended.
3. It is assumed that respondents are prepared to reflect their true feelings about the importance of the items to job satisfaction, their perceptions of the amount of satisfaction available and their perception of how much satisfaction should be available.

Limitation

The use of a questionnaire in the design of the study is a major limitation as it imposes limitations on the expression of ideas by respondents. An open-ended question was included in an attempt to allow the expression of ideas which were not anticipated in the structured components of the questionnaire.

Organization of the Thesis

This thesis consists of five chapters. The first chapter introduces the problem and gives the statement of the problem. The significance of the study, definition of the terms and statements of the delimitations, limitations and assumptions are also described in this chapter.

A review of pertinent theoretical and research literature applicable to the job satisfaction of home care nurses is presented in chapter two. The development of the questionnaire used in this study will also be discussed. Finally, literature which identifies significant variables that have an impact of the job satisfaction of nurses will be identified.

Research design and methodology will be described in chapter three in relation to sample selection, data collection method and procedures, trustworthiness issues, ethical considerations and data analysis.

Chapter four presents the findings of the data analysis. It includes the description of the professional, organizational and personal characteristics of the home care nurses, an analysis of the data on the basis of the six research questions, and a content analysis of the open-ended question.

A summmary of the findings, the conclusions and the implications of the research may be found in chapter five.

CHAPTER 2

REVIEW OF RELATED LITERATURE AND THE CONCEPTUAL FRAMEWORK

Early Research in Job Satisfaction

One of the earliest writers on the subject of workers' dissatisfaction in modern society was Karl Marx. He argued that one of the most serious consequences of the industrial revolution was the alienation of the worker from the product of his labor (Marx, 1963). Many sociologists have built upon the works of Marx and criticized the depersonalization of work with the resultant loss of the intrinsic rewards associated with the work.

The field of psychology has developed a parallel approach to work satisfaction through an analysis of human needs. Frederick Herzberg (1966) developed a theory which was aimed specifically at the organization of work. He was able to isolate five factors (motivators) which he believed were the most important determinants of job satisfaction: achievement, recognition, interesting work, responsibility and advancement. These factors were balanced against those which could cause dissatisfaction (hygiene): salary, working conditions, interpersonal relations and the administrative approach of the organization. Interactions between these factors resulted in a sense of satisfaction or dissatisfaction (Herzberg, 1966).

Maslow's (1970) conceptualization of a hierarchy of human needs with the basic physiological necessities on the bottom and self-actualization on the top has been used by many researchers to order the factors associated with work satisfaction. Maslow argued that the basic needs for physiological survival, safety and security, belonging and social contact, and finally, esteem or self respect must be met in this order before people can attempt to attain self actualization. As lower level needs are satisfied, the needs on a higher level become more important to the individual. Maslow allowed some flexibility in meeting these needs when he stated that individuals are partially satisfied and partially unsatisfied at all levels of the hierarchy, making it unnecessary to meet all the needs at one level before identifying needs at a higher level.

Maslow (1943, p. 392) stated that if "we are interested in what actually motivates us and not in what has, will, or might motivate us, than a satisfied need is not a motivator". He believed that the satisfaction of self esteem and self-actualizing needs are the greatest organizational concerns in our North American society since most of the lower needs have already been met (1970). This statement has special significance when applied to Herzberg's (1966) two-factor theory. Warr and Wall (1975) emphasized that the

> parallel between [Herzberg's] hygiene-motivator dichotomy and Maslow's distinction between low-level 'deficit' motives (physiological and safety needs) and higher-level 'growth' motives (self-actualization and esteem) is marked (p. 28).

Development of the Questionnaire

Porter and Lawler (1965, 1968) based their research on the Maslow model with special emphasis placed on: self actualizing needs (Intrinsic Task Satisfaction); ego or self esteem needs (Involvement Satisfaction); belongingness needs (Interpersonal Satisfaction); and many other needs which are satisfied by employment (Extrinsic Satisfaction). The Porter and Lawler research questionnaire theoretically permitted an "investigation of how different respondents evaluate certain job conditions and the amount of variability that may be expected in outcome" (Munson & Heda, 1974, p. 160).

Baxter, Hedberg and Youngberg (1962) expressed concern that survey rankings of job satisfaction did not match with the impressions gained from other sources such as interviews. These researchers concluded that a measure of strength of feeling was lacking on each item. They devised a new category which measured how important the item was to over-all success and job satisfaction. Alexander, Chase and Wiseman (1980) reinforced the necessity to include this measure of importance in job satisfaction research when they described "individuals' perceptions of evaluations of these attributes, rather than the objective characteristics themselves [as being] the causal factors" (p. 343).

Munson and Heda (1974) adapted the Porter and Lawler instrument to the measurement of nursing satisfaction. Their research focussed on the identification and measurement of organizational satisfiers rather than individual needs. Munson and Heda (1974) assumed that: "1) a person's job satisfaction is some function of the events or opportunities that cause a sense of well being, and 2) a person can distinguish between the importance of these events" (p. 161). Their research identified three elements, each in principle subject to measurement, which make up the concept of satisfaction:

1. The amount of satisfier a person perceives as available
2. The yardstick by which he judges the adequacy of this amount
3. The relative importance he attaches to this component of satisfaction (p. 160).

Curreri, Faulk, Gelley and Swansburg (1985) used an adapted version of Munson and Heda's questionnaire to compare the job satisfaction of hospital-based R.N.'s versus home health R.N.'s. The authors expressed concern that the rapid growth and expansion in home care would result in reduced job satisfaction for home care nurses. The results of the study indicated that neither group of nurses experienced job satisfaction regardless of the occupational setting. However, results from the study described home health care nurses as receiving significantly more satisfaction with regards to involvement and intrinsic satisfaction than hospital based nurses.

Independent Variables Identified in Nursing Research Literature

Several independent variables which have been identified in the nursing literature as having an impact on job satisfaction were investigated in this research.

The effect of the independent variable education on home care nursing job satisfaction was studied. Nursing literature identified several essential attributes of the home care nurse which are frequently associated with the baccalaureate-educated nurse (Cairns & Cragg,

1987). Cary (1988) described the ideal home nurse practitioner as being able to "deliver comprehensive care with minimal supervision" (p. 347). The nurse also had to have strong decision-making clinical skills which would enable her/him to practice in the autonomous role of a home health nurse. "The home care professional must be confident in the autonomy of nursing practice, the interdisciplinary delivery mode, the client and community advocacy responsibilities and the managed care activities required" (Cary, 1988, pp. 342-343). These attributes are especially evident in the baccalaureate-educated nurses (Cairns & Cragg, 1987).

The literature review uncovered conflicting opinions on the relationship between job satisfaction and education. Munro (1983) described a study by Schwirian, Baer, Larabee and Jones in 1979 which reported different response patterns among nurses with different educational backgrounds when they were asked to identify factors that could induce them to change their jobs. Munro's (1983) study of job satisfaction supported work done by Weisman, Dear, Alexander, and Chase (1980) which demonstrated that university graduates were not more likely to change jobs.

Length of stay in home care, community nursing and nursing are important variables to consider when looking at job satisfaction. Homans (1950) described the importance of shared value systems to group and organizational life. The longer an individual is in an organization the more likely that individual is to share the value system with others in the organization.

Full, part-time, or casual employment is another important variable which was identified in the literature as being related to job satisfaction. Homans (1962) stated that frequency of interaction leads to positive affect, which in turn leads to increased output and efficiency of activity. According to this hypothesis, nurses employed on a full-time basis should have greater job satisfaction.

The nurses's position in the organization may also affect her job satisfaction. Carpenter (1989) described the increased autonomy associated with management as being an important factor in job satisfaction.

Employment in the general program or the palliative program is another controversial independent variable. Factors affecting job satisfaction may vary from one program to another. Power and Sharp (1988) found different sources of stress and job satisfaction between mental handicap and hospice nursing staff. Gray-Toft and Anderson (1981) compared nursing stress in medicine, surgery, cardiovascular surgery, oncology and hospice. They found that stress arose from the same three sources: work load, feeling inadequately prepared to meet the emotional demands of patients and their families, and finally, death and dying.

The size of the nurse's case load has a significant effect on stress experienced by the individual nurse (Gray-Toft and Anderson, 1981). Blegen and Mueller (1987) also identified workload as having a significant effect on satisfaction for hospital nurses.

Marital status and the presence and age of children at home may also have a significant effect on job satisfaction. Blegen, Mueller and Price (1986) found kinship responsibility to be related to the hospital employee's job satisfaction. Andrisani (1978) verified the importance of marital status and the presence of preschool children with regards to job satisfaction.

The respondent's age is another factor which may be related to job satisfaction. Blegen and Mueller (1987) and Weisman, Alexander and Chase (1980) found greater age to be associated with higher levels of satisfaction.

Summary

The literature review traced the development of the questionnaire which was based on Maslow's hierarchy of needs. Maslow's model was used by Porter and Lawler (1965, 1968) to assess the job satisfaction of managers in business. Munson and Heda (1974) refined Porter and Lawler's questionnaire and applied it to hospital nurses. Finally, Curreri et al. (1985) used an adapted version of Munson et al.'s (1974) questionnaire to compare the job satisfaction of hospital nurses versus home care nurses.

A survey of nursing research literature revealed various independent variables which may also have an impact on the job satisfaction of the individual nurse. Variables such as education, length of stay, full, part-time or casual employment, position, type of program employed in, size of case load, marital status, presence and age of children and age of the nurse were identified in the literature as affecting the individual's job satisfaction.

CHAPTER 3

RESEARCH DESIGN

Instrument

The instrument used in this research was a modified version of Munson and Heda's questionnaire. Munson and Heda (1974) tested their instrument on a population of 351 hospital nurses and used the instrument to report "the effect of an organization attribute on the satisfaction of many individuals" (p. 165). The authors described the attainment of construct validity for the instrument through this study.

This questionnaire allowed the comparison of the "amount of satisfier a person perceives as available...[with] the yardstick by which he judges the adequacy of this amount" (Munson & Heda, 1974, p. 160). Based on the assumption that "a person would use the same implicit value" (Munson & Heda, 1974, p. 160) for both scales, the researchers theorized that the research design allowed a more accurate assessment to be made of significant job characteristics.

The subject's perception of the importance of the components of job satisfaction is very significant to employers. This measurement allows the identification of components which are critical to organizational job satisfaction.

This questionnaire allowed the "investigation of how different respondents evaluate certain job conditions and the amount of variability that may be expected in these evaluations" (Munson & Heda, 1974, p. 160). The description of "which job conditions generate similar response patterns" (Munson & Heda, 1974, p. 160) may allow management to trace the causes of dysfunctional behavior.

Pilot Project

This questionnaire was given to seven home care nurses who were employed in both management and staff positions in an urban home care agency. The respondents were asked to fill out the survey and comment on any difficulties they experienced in following

directions, clarity of questions and relevance of the questionnaire to their present employment situation. Slight alterations were made to the Q-sort methodology of the survey based on comments received from participants in the pilot study.

Demographics of the Study Settings

All of the nursing staff in two separate home care offices were asked to participate in the study. The demographics of the two agencies varied in several aspects.

Agency 1 provides services to a population surrounding a large urban center. Six cities or towns with the respective populations of 50,000, 13,566, 11,753, 5,000, 3,956, and 650 exist within this agency's administration. Many of the agency's residents commute to the large urban center for work. Some farms and many acreages are also found in this area.

Agency 2 provides services to a population encompassed by 6,790 square miles. These communities are scattered farther away from the large urban center with one community being over 200 kilometers away. Populations of the six cities and towns are 40,700, 5,800, 4,500, 4,000, 2,400 and 2,100 respectively. Many residents of this region commute to the larger center for work. Many farms and agricultural enterprises are also found in this area while oil and forestry are the major industries of one of the smaller towns.

Data Collection Method and Procedures

Home care staff hold regular meetings which are used for information presentation and general education. The researcher obtained permission to present the research proposal at this meeting in one home care district's main office and at the three suboffices of the other home care district between October 15, 1990 and October 26, 1990. (Administration requested the researcher to complete the survey process before October 30 since there would be announcements to the staff of cutbacks on that date.) The questionnaire was

explained and presented to all of the nursing staff. The questionnaire was accompanied by a cover letter which reiterated the essential information presented orally to the nurses in the meeting and assured confidentiality while informing the respondent that participation in the survey was voluntary. The nurses were requested to return the questionnaire to the secretaries within three to four days. Staff who were not present at the meeting were personally contacted by phone and the questionnaire was explained to them. The questionnaire was mailed out to them following the phone conversation.

The completed questionnaire was placed in an unmarked envelope and given to the office secretaries who stroked the nurse's name off a master list when they received the questionnaire. If a nurse did not wish to participate in the survey she was asked to place the unanswered questionnaire in an envelope and give it to the secretary. This helped to maintain confidentiality and allow the individual to withdraw from the study whenever desired. The researcher phoned the individuals whose questionnaires were not returned to the secretaries within three to four days and provided a new questionnaire, if the individual required it.

Fifty - seven out of 61 questionnaires were returned to the researcher within a four week period. This represented a return rate of 93%. All questionnaires were used in the data analysis, although some questionnaires had missing data.

Research reports were made available at all offices for individuals who were interested in them. Individuals who wanted a personal copy of the summary of the results of the research study were asked to enclose a personally addressed and stamped envelope with their questionnaire.

Trustworthiness Issues

The questionnaire demonstrated face validity and content validity since the questions were based on the literature. The original questions were modified based on the results of

the analysis of a pilot study. Content validity was also established by a factor analysis procedure (Curreri et al., 1985).

Munson and Heda stated that their questionnaire had adequate construct validity and could be used to characterize satisfaction as an organization variable. The results of the factor analysis performed on Curreri et al.'s (1985) adapted version of the questionnaire also demonstrated construct validity. The research tool used for this study was based on Munson and Heda's questionnaire and demonstrated construct validity for Munson's first index (b - a) when a factor analysis was performed on it. However, factor analysis did not reveal construct validity for the second index [I (b - a)].

Cronbach's alpha was used to test the reliability of the questionnaire; a value of .7956 was found for the difference of "b - a" while the Guttman split-half reliability test revealed a value of .8537 for the difference of "b - a". The "b" had an alpha value of .8473 and a split-half value of .8346. The "a" had an alpha value of .8878 and a split-half value of .9059. These reliabilities were consistent with those reported by Curreri et al. (1985) and Munson and Heda (1974).

An ordinal system of measurement, the Likert seven point scale was used to measure the dependent satisfaction variables. The level of importance of the individual job characteristics was determined through the use of the Q-sort methodology. Respondents were requested to sort the slips of paper containing the twelve satisfiers and number them in order of importance to job satisfaction with the most important being number one and the least important being number twelve.

Ethical Considerations

The data collection methods and procedures described above were followed in an attempt to maintain confidentiality and to conduct the research in an ethical manner. The researcher obtained consent from the ethics committee of the Department of Educational Administration of the University of Alberta and from the Home Care administration of the

individual agencies before starting data collection. The questionnaire was kept as short as possible and only questions essential for the research were asked. Pressure was not placed on the respondents to participate in the study and no hidden codes were placed on the instrument to allow identification of the respondent. Arrangements were made to enable the respondents to receive a report on the results of the study.

Treatment of the Data

The data from the completed questionnaires were examined for completeness and transferred to tape storage for computer analysis. The Statistical Package for the Social Sciences (SPSS) was used for analysis of the data as follows:

1. Frequency, percent distribution and mean of demographic characteristics of respondents.
2. Means and standard deviations of a (How much there is) and b (How much there should (could) be).
3. Distribution, means and rank order of responses to the first satisfaction index subtracted from 10 to give a satisfaction rating as performed by Munson and Heda (1974) [10 - (b - a)].
4. Distribution, modes, means and ranks of responses to level of importance with listed satisfiers.
5. One-way analysis of variance followed by the Scheffe analysis of the level of satisfaction using Wagner's factors in the context of the present job of home care nurses classified on the basis of; highest level of education, full, part-time or casual employment, number of clients on case load and age.
6. t - test comparison of level of satisfaction with Wagner's factors in context of present jobs of home care nurses classified on the basis of position in organization,

employment in general or palliative program, marital status and agency employed with.

7. Pearson product-moment correlation coefficients between the individual satisfiers and the overall job satisfaction.
8. Pearson product-moment correlation coefficients between the four factors identified by Wagner and the overall job satisfaction.
9. Stepwise multiple regression analysis to isolate the satisfiers which explain the greatest amount of variance in the overall satisfaction levels.
10. Stepwise multiple regression analysis to isolate the factors which explain the greatest amount of variance in the overall satisfaction levels.
11. Varimax factor solution for 12 satisfiers on Wagner's first and second indexes of satisfaction.
12. Content analysis of write - in responses.

Summary

This study used a questionnaire which has been documented in the literature as being a tool that successfully measured job satisfaction. The questionnaire was distributed to a specific sample population of home care nurses in two home care districts. Data were analyzed to provide frequency distributions, means, t-tests, analysis of variance, correlation coefficients, stepwise multiple regression analysis, and factor analysis using the programs in the Statistical Package for the Social Sciences (SPSS).

CHAPTER 4

ANALYSIS OF THE DATA

Introduction

The purpose of this chapter is to present the results of the data analysis. The first section will focus on the professional, organizational and personal characteristics of the respondents. The remaining sections will focus on the five research questions of the study. Content analysis of the open-ended responses will complete the chapter.

Professional, Organizational and Personal Data Profile

The professional, organizational and personal variables used to categorize individuals include education, experience, full, part-time or casual employment, employment in palliative or general program, position, size of case load, marital status, number and age of children, agesix d employing agency employed. Table 1 presents the frequency and the percentage distributions or the means which summarize the responses on these variables.

Educational Preparation of Respondents

The respondents were asked to report the highest level of education which they have attained. The majority of the respondents (33 or 57.9%) reported that they graduated with a diploma in nursing. Six (10.5%) reported completing a post-basic diploma after attaining a R.N. diploma. Fifteen (26.3%) of the nurses indicated that they had completed their Baccalaureate. None of the respondents indicated the completion of a Master's degree. The three remaining respondents failed to provide information on the highest level of education obtained.

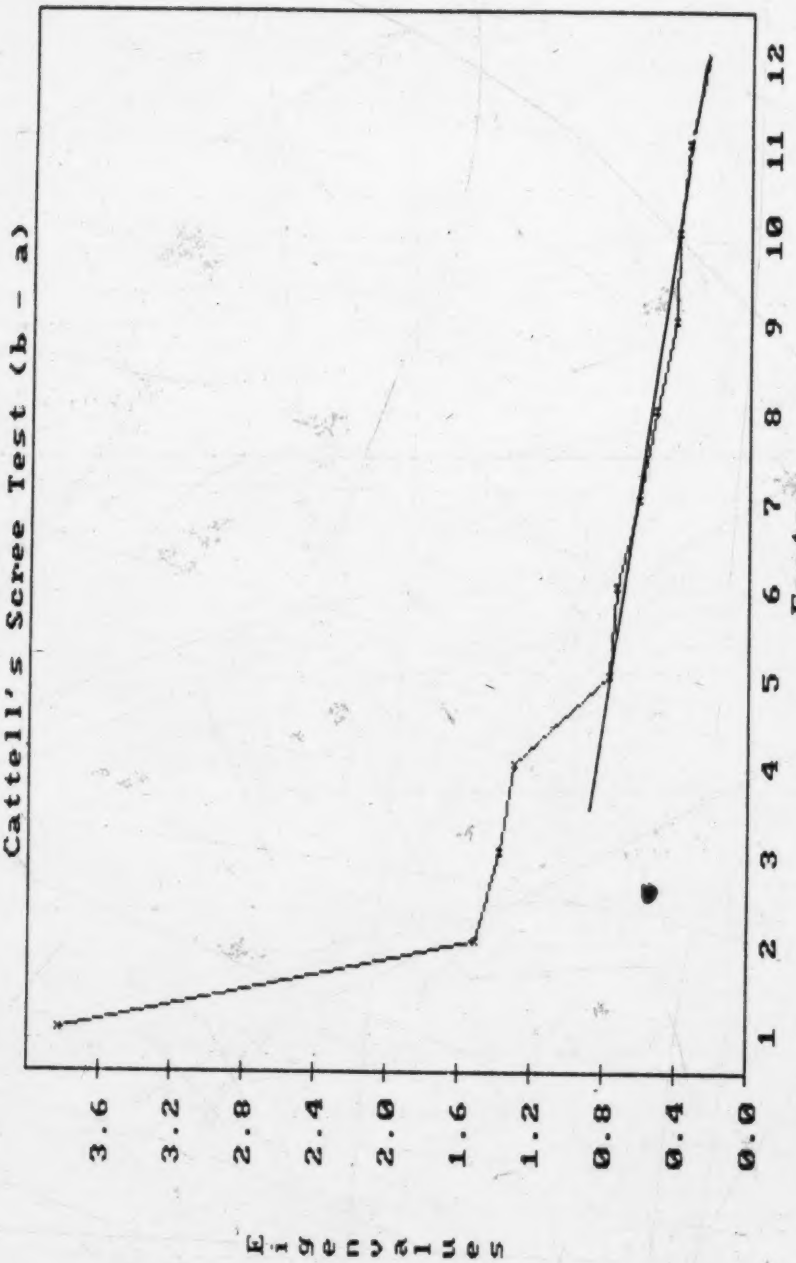

Figure 1: Cattell's Scree Test Applied to Factor Solution for Level of Satisfaction (b - a)

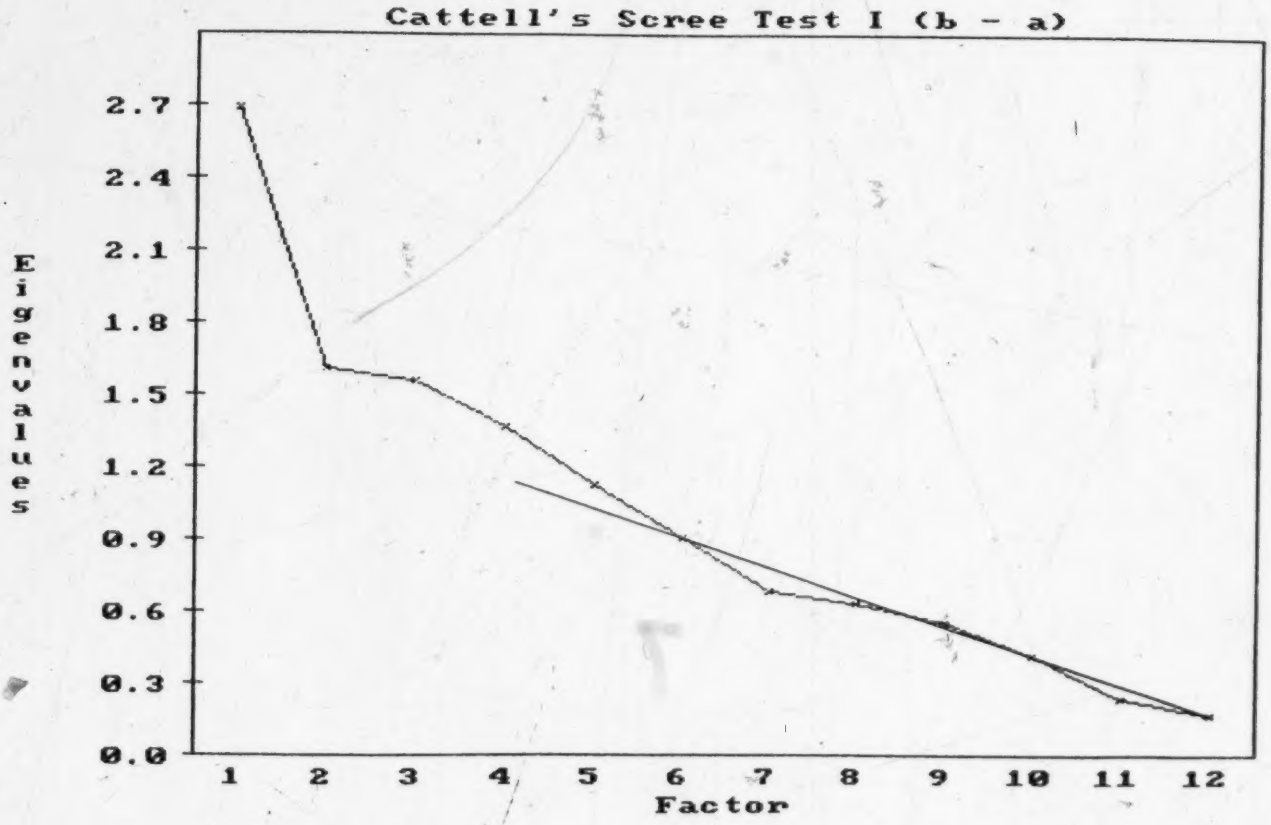

Figure 2: Cattell's Scree Test Applied to Factor Solution for Level of Satisfaction I(b - a)

Professional Experience of Respondents

The respondents were requested to indicate the total number of years which they had spent in nursing, in community-based nursing and in home care nursing. The means of the responses may be found in Table 1. The respondents indicated a mean of 15.2 years of experience in nursing. A mean of 6.3 years experience was indicated for community-based nursing experience by the individuals surveyed. The respondents had a mean of 5.8 years of experience in home care nursing.

Full, Part-time or Casual Employment

The frequency and percentage distribution of respondents in each of the three categories may be found in Table 1. Of the 57 respondents, 22 (38.6%) were full time employees, 19 (33.3%) were part time employees, 13 (22.8%) were casual employees, and 3 (5.3%) did not respond to the question.

Employment in General or Palliative Program

Respondents were asked to indicate the program in which they were employed -- palliative or general. As shown in Table 1, the majority of the respondents (42 -- 73.7%) indicated that they were employed in the general program. No respondents were employed in a specialized palliative program. However, ten (17.5%) respondents indicated that they participated in both the general and palliative programs. Five respondents did not answer this question.

Position

Originally the respondents were asked to indicate if they were staff, supervisor or administrator. Due to the small sample size, the categories were simplified to just staff or supervisor. Table 1 indicates that 48 (84.2%) of the respondents were staff and 7 (12.3%) of the respondents were supervisors. Two individuals did not answer this question.

Number of Clients on Case Load

The questionnaire contained five case load groupings which were arbitrarily set after discussion with home care supervisors. Due to the limited numbers within some groupings, the categories were collapsed for the analysis. A distribution of respondents within collapsed categories is presented in Table 1. The table illustrates that 33 (57.9%) of the respondents had case loads of less than 40. Twelve (21.1%) of the respondents had case loads of greater than 40. Twelve (21.1%) of the respondents stated that the question was not applicable to their employment situation.

Marital Status

The frequency and percentage distribution of the marital status of the respondents may be found in Table 1. Six (10.5%) of the respondents were single. The remaining 47 (82.5%) were married.

Number of Children at Home and Age of Youngest Child at Home

Table 1 indicates that the mean number of children that the respondents were supporting at home were two. The mean age of children at home indicated by respondents was 10.4 years.

Age of Respondent

Three age categories were arbitrarily designated on the questionnaire: under 25, 25-44, 45 or older (Table 1). There were no responses in the under 25 category. There were 41 (71.9%) in the 25-44 category and 12 (21.1%) respondents in the 45 or older category. Four respondents did not reply to the question.

Employment Agency

The nurses in two home care agencies were surveyed in this questionnaire. Agency 1 had 22 (38.6%) responses, while agency 2 had 35 (61.4%) responses (Table 1).

Factors Contributing to Job Satisfaction

Home Care nurses' responses on the "satisfaction" index for each of the 12 satisfiers were factor analyzed using varimax rotation. The reduced number of variables or concepts identified through this method can be used to represent the underlying patterns of relationships among the many experimental variables.

The criteria used for selection of factors were the "Scree" or "Discontinuity" test (Harman, 1976) and the Cattell Test (1966). Harman (1976) stated that once the "last important factor has been extracted the eigenvalues will show a discontinuity" (Jankovic, 1983, p. 199). Figure 1 demonstrates the application of the Cattell (Davis, 1980) scree test to the 12 satisfiers which are measured according to the equation: Satisfaction = (b - a). This equation refers to the subtraction of the measurement of how well a specific satisfier has been met -- (b), from the measurement of how much of the satisfier should be present -- (a) (Munson et al., 1974).

Figure 2 illustrates the application of the Cattell (Davis, 1980) scree test to the 12 satisfiers multiplied by importance -- I(b - a). This equation is based on the assumption that "a person can distinguish between the importance of these events" and the importance of the events -- (I), can be measured.

Factors which may be due to random small influences or errors of measurement fall along a straight line at the end of a curvilinear line and may be discarded in the

Table 1

Characteristics of Respondents

Characteristics	(n) Frequency	(%) Percent	Mean
Highest level of education			
R.N. diploma	33	57.9	....
Post - basic diploma	06	10.5	....
Baccalaureate	15	26.3	....
No Answer	03	5.3	....
Total amount of years spent in nursing*	...	...	15.2
Total amount of years spent in community-based nursing*	...	...	6.3
Total amount of years spent in Home Care*	...	...	5.8
Employment			
Full time	22	38.6	....
Part time	19	33.3	....
Casual	13	22.8	....
No Answer	3	5.3	....
Employment in general or palliative program			
General	42	73.7	....
Palliative (Both)	10	17.5	....
No Answer	05	08.8	....
Position in the organization			
Staff	48	84.2	....
Supervisor	07	12.3	....
No Answer	02	3.5	....

Table 1 (continued)

Characteristics	(n) Frequency	(%) Percentage	Mean
Number of clients on case load			
Under 40	33	57.9	----
40 - 49	05	08.8	----
50 - 59	04	07.0	----
60 -69	01	01.8	----
Over 70	02	03.5	----
N/A	12	21.1	----
Marital status			
Single	06	10.5	----
Married	47	82.5	----
Number of children at home	---	---	02
Age of youngest child at home	---	---	10.4
Age to nearest birthday			
25 - 44	41	71.9	----
45 or older	12	21.1	----
No Answer	04	7.0	----
Agency employed by			
Leduc-Strathcona	22	38.6	----
Sturgeon	35	61.4	----

Scree Test. These discarded factors are referred to as "small factor debris" (Davis, 1980).

The following guidelines (Jankovic, 1983, p. 199) were used to determine if the satisfiers contributed to the meaning of a factor:

1. Item loadings on a factor should be greater than or equal to 0.40.
2. Any item should load decisively on one factor only. Hence, if an item loaded above .40 on more than one factor it was not used for purposes of factor interpretation.
3. Items included in a factor should contribute logically to the meaning of the factor.

Problem 1

What factors are perceived by the sample population of home care nurses as contributing to satisfaction in their current jobs?

Satisfaction Index (b - a)

The satisfaction index was created by subtracting the measurement of how much of the satisfier which the individual perceived should (could) be present (b) from how much the individual perceived was actually present in the organization (a). The difference was subtracted from 10 to allow the construction of a postive measurement of satisfaction [10 - (b - a)].

The Scree tests revealed four satisfaction (b - a) factors which accounted for 66.5 percent of the variance. Factors 1, 2, 3, and 4 accounted for 31.8 percent, 12.5 percent, 11.4 percent and 10.7 percent respectively of the variance.

The results of the analysis are presented in Table 2. Three satisfiers loading on more than one factor at or above 0.40 were:

5. Secure future (1,3);
6. Favorable arrangements for vacation, hours, time off (1,4);

Table 2

Varimax Factor Solution for 12 Satisfiers Using Four Factors

	Factors and Factor Loadings b - a			
	1	2	3	4
	Involvement	Intrinsic	Interpersonal	Extrinsic
1. Authority to direct others	.69562	-.01499	-.13060	.17796
7. Share in the determination of methods and procedures	.70010	.29150	.06592	.04464
10. To share in the setting of goals	.76583	.10199	.27023	-.12755
4. Opportunity to use all skills and abilities	.24150	.68731	-.20445	.35734
6. Give help to other people	-.03711	.82364	.21468	-.08971
11. Feeling of self-fulfillment	.29746	.66652	.25705	.16911
2. Working with likeable people	-.11624	.140098	.86408	.15194
12. Understanding of others	.28600	.08047	.70337	.12129
3. Financial rewards	-.21752	.12087	.09219	.80900
5. Secure future	.56062	.31775	.45777	-.16191
8. Favorable arrangements for vacation, hours, time off	.44409	-.24751	.34678	.54844
9. Do important and worthwhile things	.41557	.34337	.13027	.59764
Eigenvalues	3.82	1.50	1.37	1.29
Percentage of total variance	31.8	12.5	11.4	10.7

9. Do important and worthwhile things (1,4). Secure future had also loaded on more than one factor in Munson's (1974) study. Because these items loaded on more than one factor in this study, they were eliminated from consideration in interpreting the meaning of the factors.

The four factors, illustrated in Table 2, were labelled in a manner similar to the factors identified by Munson and Heda (1974): Factor 1 -- "Involvement Satisfaction, " Factor 2 -- "Intrinsic Satisfaction," Factor 3-- "Interpersonal Satisfaction," and Factor 4 -- "Extrinsic Satisfaction".

Factor 1: Involvement Satisfaction

Involvement Satisfaction was described as "closest to a satisfier of ego needs as shown in a desire for power with or over others" (Munson & Heda, 1974, p. 161). The three items identified as components of this factor were: "Authority to direct others"; "Share in the determination of methods and procedures" and "Share in the setting of goals".

Factor 2 : Intrinsic Task Satisfaction

This factor was described as "closest to a satisfier of self-actualizing needs. Direct connection between task and satisfaction" (Munson et al., 1974, p. 161). Three sarisfiers were identified as being components of Intrinsic Task Satisfaction in this study: "Opportunity to use all skills and abilities"; "Feeling of self-fulfillment"; and "Give help to other people".

Factor 3 : Interpersonal Satisfaction

This factor has been described as "closest to a satisfier of belongingness needs as shown in a desire for warmth in personal relations" (Munson et. al.. p. 161). Two satisfiers composed this factor: "Working with likeable people"; and "Understanding of others".

Table 3

Comparison of Munson's First and Second Satisfaction Indexes to Wagner's First and Second Satisfaction Indexes

Satisfier	First Satisfaction Index		Second Satisfaction Index	
	Munson's Factors (b - a)	Wagner's Factors (b - a)	Munson's Factors I (b - a)	Wagner's Factors I (b - a)
1. Authority to direct others	I	I	I	V
7. Share in the determination of methods and procedures	I	I	I	I
10. To share in the setting of goals	I	I	I	I
4. Opportunity to use all skills and abilities	II	II	II	IV
9. Do important and worthwhile things	II	X	II	II
11. Feeling of self-fulfillment	II	II	II	V
2. Working with likeable people	III	III	III	IV
12. Understanding of others	III	III	III	III
6. Give help to other people	III	II	III	III
8. Favorable arrangements for vacation, hours, time off	IV	X	IV	I
5. Secure future	IV	X	IV	X
3. Financial rewards	IV	IV	IV	X

I This item included in Factor 1

II This item included in Factor 2

III This item included in Factor 3

IV This item included in Factor 4

V This item included in Factor 5

X This item included loaded on more than one factor

Factor 4 : Extrinsic Satisfaction

Munson et al. (1974, p. 161) described this factor as being "indirectly related to many needs, but directly reflecting the satisfaction with employment as a device for satisfying such needs off the job". This study revealed "financial rewards" as the only satisfier contributing to extrinsic satisfaction.

Comparison of First Satisfaction Index (b - a) to Original Study (Munson et al., 1974)

The factors identified in the Canadian study of home care nurses which compose the satisfaction index (a - b) are similar in composition to the factors identified by Munson et al. in their study of hospital nurses in the United States. A comparison of the factors identified in the two studies may be found in Table 3.

The three items identified as components of Involvement Satisfaction were identical to the items identified by Munson et al. (1974).

Two out of the three satisfiers identified by Munson et al. (1974) as components of Intrinsic Task Satisfaction were identified in this study -- "Opportunity to use all skills and abilities" and "Feeling of self-fulfillment". The third item of the Intrinsic Task Satisfaction factor identified in this study -- "Give help to other people" -- had been identified in the Munson et al. (1974) study as a component of the Interpersonal Satisfaction Factor. The inclusion of this component in Intrinsic Satisfaction may be due to a difference in task orientation between the original population of American hospital nurses and the Canadian home care nurses studied in this survey. This different task orientation may be a result of the different health care systems of the two countries.

The two satisfiers -- "Working with likeable people" and "Understanding of others" -- were identical to two of the three satisfiers identified in the original study as being components of Factor 3 -- Interpersonal satisfaction.

Table 3b

Comparison of Munson's Second Satisfaction Index to Wagner's Second Satisfaction Index Without Management

Satisfier	Second Satisfaction Index		
	Munson's Factors I (b - a)	Wagner's Factors I (b - a)	Wagner's Factors Without Management I (b - a)
1. Authority to direct others	I	V	IV
7. Share in the determination of methods and procedures	I	I	X
10. To share in the setting of goals	I	I	I
4. Opportunity to use all skills and abilities	II	IV	I
9. Do important and worthwhile things	II	II	II
11. Feeling of self-fulfillment	II	V	IV
2. Working with likeable people	III	IV	X
12. Understanding of others	III	III	III
6. Give help to other people	III	III	X
8. Favorable arrangements for vacation, hours, time off	IV	I	I
5. Secure future	IV	X	X
3. Financial rewards	IV	X	II

I This item included in Factor 1

II This item included in Factor 2

III This item included in Factor 3

IV This item included in Factor 4

V This item included in Factor 5

X This item included loaded on more than one factor or did not load on any factor

This study revealed that "financial rewards" was the only satisfier contributing to extrinsic satisfaction. It was one of three satisfiers which was identified in the original research. An examination of the factor analysis of the (b - a) results in the original study revealed that Munson et al. (1974) had not followed established procedures in identifying components of the extrinsic factor. Two items -- "job security" and "financial rewards" -- loaded on two factors at or above the .40 level in Munson's original study. The extrinsic satisfier -- job security -- which had loaded on two or more factors in this research had also loaded on two or more factors in the original study by Munson and Heda (1974). The lack of adherence to accepted research procedure explains why the extrinsic satisfiers, described in the original research, were not included in this study.

Second Satisfaction Index I(b - a)

Munson et al. (1974, p. 160) suggested that:

> three elements, each in principle subject to measurement, make up the concept of satisfaction:
> (a) The amount of satisfier a person perceives as available [a]
> (b) The yardstick by which he judges the adequacy of this amount [b]
> (c) The relative importance he attaches to this component of satisfaction [I].

The factors which are the components of Munson's second satisfaction index will be identified and job satisfaction indexes will be constructed in this segment of the study.

The Scree tests revealed five satisfaction with importance I(b - a) factors which accounted for 69.7 percent of the variance. Factors 1, 2, 3, 4 and five accounted for 22 percent, 13.5 percent, 13.0 percent, 11.4 percent and 9.4 percent of the variance.

The results of the analysis are presented in Table 4. Two satisfiers loading on more than one factor at or above 0.40 were:

3. Financial rewards (1,2):
5. Secure future (2,3,5).

Because these items loaded on more than one factor, they were eliminated from consideration in interpreting the meaning of the factors.

Factor 1 -- Control of Work Processes.

The ability to make decisions about the work situation and have control over the working environment is measured with this factor. "Share in the determination of methods and procedures" and "To share in the setting of goals" have a strong positive correlation with Factor 1. "Favorable arrangements for vacation, hours, time off" has a strong negative correlation with the "Control of Work Processes" because it refers to the nurse's leisure setting rather than to the work setting.

Table 4

Varimax Factor Solution for 12 Satisfiers with Importance Using Five Factors

	Factors and Factor Loadings I[10-(b - a)]				
	1 Control of Work Processes	2 Self Actualizing Behavior	3 Interpersonal Relations	4 Use of Psychosocial Skills	5 Authoritarian Style of Relating
7. Share in the determination of methods and procedures	.66703	.31439	-.21033	-.22176	.29748
8. Favorable arrangements for vacation, hours, time off	-.80208	.12146	-.02043	-.02147	.01773
10. To share in the setting of goals	.76998	.02290	-.07355	-.25157	.30559
9. Do important and worthwhile things	.08000	.87745	-.13197	.01749	-.07992
6. Give help to other people	-.13551	.09206	.75696	-.20209	-.06436
12. Understanding of others	.12710	-.14081	.71373	.38872	.11623
2. Working with likeable people	-.12378	-.18233	.08200	.71440	-.01444
4. Opportunity to use all skills and abilities	.09446	-.21485	.10940	-.78179	-.02211
1. Authority to direct others	.10212	.13762	-.30917	.23955	.62689
11. Feeling of self-fulfillment	-.15784	.18136	-.25139	.13638	-.76901
3. Financial rewards	-.61177	-.52817	-.14423	-.04747	.23249
5. Secure future	.12279	-.62975	-.41686	.06337	-.44910
Eigenvalues	2.69	1.61	1.56	1.38	1.13
Percentage of total variance	22.4	13.5	13.0	11.4	9.4

Factor 2 -- Self Actualization.

This factor refers to the need to make a significant contribution and to feel "fulfilled". The satisfier "Do important and worthwhile things" is positively correlated with "Self Actualization".

Factor 3 -- Interpersonal Relationships.

This factor indicates a desire for warmth in personal relations. The satisfiers "Give help to other people" and "Understanding of others" are positively correlated with the factor "Interpersonal Relationships".

Factor 4 -- Use of Psychosocial Skills

This factor refers to an emphasis on the use of psychosocial skills in the accomplishment of nursing tasks, thus requiring the home care nurse to interact with individuals. "Working with likeable people" is a satisfier which has a strong positive correlation with Factor 4. The strong negative correlation with the factor revealed by "Opportunity to use skills and abilities" is probably due to the technical connotation of this satisfier.

Factor 5 -- Authoritarian Style of Relationships.

This factor refers to the need for a strong element of authority in the individual's relations with others in the work situation. "Authority to direct others" has a strong positive correlation with Factor 5. "Feeling of self-fulfillment" which indicates a preference for more collegial-type relationships has a strong negative correlation with this factor.

Comparison of the Second Satisfaction Index I(b - a) to the Original Study (Munson et al., 1974)

Munson et al.'s original research demonstrated internally consistent meaning and had the same makeup of items in both the (b - a) and I(b - a) forms. This replicate study revealed significant differences in composition between the two forms of measurement of satisfaction (Table 3). The I(b - a) form revealed five factors which had very little similarity of item composition to the four factors found in the (b - a) form. The inclusion of the importance factor in the satisfaction I(a - b) index also failed to provide results consistent with the documented research of Munson et al. (1974).

Discussion

Factor analysis revealed similarities between Munson et al.'s (1974) first satisfaction index (b - a) and the first satisfaction index (b - a) revealed in the survey of Canadian home care nurses (see Table 3). However, analysis of the information obtained in the Canadian survey of job satisfaction revealed many differences between Munson's second satisfaction index I (b - a) and the second satisfaction index I (b - a) obtained through analysis of the Canadian data (see Table 3). The I (b - a) form failed to provide results consistent with the (b - a) form when it was applied to the Canadian data as illustrated in Table 3.

Differences which were revealed between the original study and this study could be a result of many different influences. One of these might be the possible confounding effect of including the management with the staff nurses. Table 3b indicates that removal of management from the respondents does not reduce the differences between Munson's second satisfaction index and the second satisfaction index obtained through analysis of the Canadian data. (See Appendix D for Table 25 -- Varimax Factor Solution for 12 Satisfiers Using Four Factors Without Management.)

The research instrument developed by Munson et al. had previously been used to identify job satisfaction for hospital and home care nurses in large metropolitan centers in

the United States. The research undertaken in this study was conducted in a combined rural and suburban Canadian setting. Differences between rural - suburban and urban lifestyles and values could have a significant influence upon the results of the study.

Munson and Heda's (1974) failure to follow accepted research protocol when they identified factors in the original study could account for the failure of an item to load under a single factor in the (b - a) analysis in the Canadian study (Appendix B).

The factor analysis of the (b - a) satisfaction items revealed a breakdown of items similar to Munson et al. (1974) on nine out of twelve items. This similarity demonstrated content validity for nine out of the twelve items used to measure job satisfaction.

The results of the factor analysis also supported the construct validity of Munson's four factors. However, the researcher notes that only nine out of twelve of the original items used to measure the satisfaction (b - a) of the sample population of home care nurses were revealed as items contributing to the composition of Munson's four factors.

Previous studies (Andreopoulos, 1975; Evans & Stoddart, 1986; Soderstrom, 1978) reveal major differences between the health care systems of the two countries. The Canadian health care system is based on the concepts of universal availability and access. The Medicare Act of 1965 provided for federal financial contributions for health care to any province that had a medical care plan meeting four basic points. The first point, pertaining to comprehensive coverage, stressed that "if there was a deterrent fee or utilization fee, it must not actually deter a person from getting necessary care" (Andreopoulos, 1978, p. 35). The second point stated that the coverage should be available to "all residents on uniform terms and conditions" (p. 36). Portability of benefits was the third requirement. The fourth requirement was that the plan had to be "operated on a nonprofit basis and administered by a public agency accountable to the provincial government for its financial transactions" (p. 37).

Table 5

Distribution and Mode of Responses: Ranking of Importance of the Listed Satisfiers

Satisfier	Distribution												
	Most important											Least important	
	1	2	3	4	5	6	7	8	9	10	11	12	Missing
1. Authority to direct others	----	1	---	1	---	2	2	3	2	7	6	30*	2
2. Working with likeable people	4	8	7	9*	8	1	6	2	5	2	3	----	2
3. Financial rewards	----	4	3	2	6	5	9	5	7	3	8*	3	2
4. Opportunity to use all skills and abilities	1	4	5	12*	4	7	3	4	5	3	5	----	2
5. Secure future	2	2	1	4	6	4	2	5	5	6	7	11*	2
6. Give help to other people	14*	10	9	3	3	3	4	4	3	----	----	2	2
7. Share in the determination of methods and procedures	----	2	1	3	4	7	5	7	3	9	10*	4	2
8. Favorable arrangements for vacation, hours, time off	3	2	4	3	6	4	6	6	7	10*	2	2	2
9. Do important and worthwhile things	11*	8	8	6	6	5	----	1	4	2	3	1	2
10. To share in the setting of goals	----	1	4	2	8	7	5	3	7	10*	7	1	2
11. Feeling of self-fulfillment	17*	10	8	5	2	6	3	2	1	1	----	----	2
12. Understanding of others	1	3	5	4	2	4	10	13*	6	2	4	1	2

* Mode

This system assured the reimbursement of health providers. The Canada Health Act, passed in 1984, declared the overall policy thus:

> It is hereby declared that the primary objective of Canadian health policy is to protect, promote and restore the physical and mental well-being of residents of Canada and to facilitate reasonable access to health services without financial or other barriers (Evans & Stoddart, 1986, p. 33).

An emphasis on provision of high quality care to all individuals, regardless of ability to pay, reinforced the Canadian health provider's task orientation of giving help to other people.

This study did not support the findings of Munson's second satisfaction index. Inclusion of the importance factor in the satisfaction equation I (b - a) introduced five factors with little similarity of item composition to the original research. The differences displayed between this research and Munson's initial study were probably a result of significant differences between the two health care systems which impacted upon the values that the health care providers placed upon the importance of different satisfiers.

Further analyses of the job satisfaction of Canadian home care nurses should be performed using the (b - a) equation to measure job satisfaction. This measurement satisfaction revealed factors similar to previous documented research (Munson et al., 1974 & Curreri et al., 1985) when it was applied to information received from Canadian nurses. The I (b - a) equation failed to show results consistent with previous research and should not be used.

Importance of Job Satisfiers

The Q-sort methodology was used to measure the individual home care nurse's perception of the importance of the twelve satisfiers. Best (1981, p. 186) states that the Q-sort methodology is effective in ranking attitudes and judgments. The individual nurses sorted the cards, with the satisfiers written on them, and placed them in order of importance. "The subject is thus forced to make a choice, and the researcher is able to measure what the subject considers average and extreme" (Treece & Treece, 1986, p. 352). The results of this sorting may be found in Table 5.

Problem 2

Which satisfiers do the two suburban agencies' Home Care nurses identify as being most important to job satisfaction?

The mode or "most frequently appearing value" (Treece et al., 1986, p. 419) of the satisfiers considered as most important to job satisfaction can be found in Table 5. Three satisfiers were identified as most important to job satisfaction by their modes:

11. Feeling of self-fulfillment (17 people chose this as the top-ranked satisfier).
6. Give help to other people (14 people identified this as the most important satisfier).
9. Do important and worthwhile things (11 people stated that this satisfier was most important).

Table 6

Mean and Rank of Importance Scores

Satisfier	Importance	
	Mean	Rank
11. Feeling of self-fulfillment	3.3	1
6. Give help to other people	4.0	2
9. Do important and worthwhile things	4.4	3
2. Working with likeable people	5.1	4
4. Opportunity to use all skills and abilities	5.8	5
12. Understanding of others	6.8	6
8. Favorable arrangements for vacation, hours, time off	7.0	7
3. Financial rewards	7.4	8
10. To share in the setting of goals	7.6	9
5. Secure future	8.1	10*
7. Share in the determination of methods and procedures	8.1	10*
1. Authority to direct others	10.5	11

* Identical means and ranks

Home care nurses identified two satisfiers as least important to job satisfaction by their modes:

1. Authority to direct others (30 people chose this satisfier as being least important).
5. Secure future (11 people stated that this satisfier was least important).

The arithmetic mean or average is computed by "adding all the scores and dividing the sum by the total number of scores" (Treece et al., 1986, p. 422). The means of the importance ratings of the satisfiers have been calculated and ranked in Table 6.

It is important to note that the three satisfiers which are ranked highest in importance when the mean is used as a measure of central tendency are identical to the three highest satisfiers identified by the mode. However the order of importance has been interchanged, with the first and third satisfiers being interchanged:

11. Feeling of self-fulfillment	Mean - 3.3 Rank - 1
6. Give help to other people	Mean - 4.0 Rank - 2
9. Do important and worth-while things	Mean - 4.4 Rank - 3

The two satisfiers which are ranked lowest in importance when the mode is used are also ranked lowest when the mean is calculated. The mean of a third satisfier -- "Share in determination of methods and procedures" -- is ranked as equivalent in

importance to the satisfier -- "Secure future":

1.	Authority to direct others	Mean - 10.5 Rank - 11
5.	Secure future	Mean - 8.1 Rank - 10
7.	Share in determination of methods and procedures	Mean - 8.1 Rank - 10

Discussion

The means and modes of the satisfiers ranked first in importance by the home care nurse -- "Feeling of self-fulfillment" and "Give help to other people" -- by the home care nurses were components of the factor labelled Intrinsic Needs. The mean and mode of the satisfier -- Do important and worthwhile things -- failed to load on a single factor when factor analysis was performed. The satisfiers identified by the means and modes as being least important to job satisfaction were "Authority to direct others" which is a component of the Involvement Satisfaction Index and "Secure future" which failed to load on a single factor.

Scrutiny of the means of the ratings of importance of the satisfiers revealed that the six satisfiers ranked as first in importance in providing job satisfaction for most of the respondents, except for the satisfier which loaded on more than one factor, were components of the indexes of Intrinsic Task Satisfaction and Interpersonal Satisfaction. The satisfiers rated as being less important by most of the respondents, when the means were scrutinized, belonged to the Involvement Satisfaction Index and the Extrinsic Task Satisfaction Index (an exception being the two satisfiers which loaded on more than one factor).

Association Between Various Personal, Professional or Organizational Variables and the Factors

Problem 3

To what extent are the following personal, professional or organizational variables associated with the factors identified in the study?

1. highest level of education
2. number of years spent in community-based nursing
3. number of years spent in home care
4. total number of years employed in nursing
5. full, part-time or casual employment
6. position in the organization's structure as staff nurse or administration.
7. employed in the general program or in the palliative program
8. number of clients on the case load
9. marital status
10. age
11. age of children at home
12. number of children at home
13. employing agency

Significant differences among the means of the groups were identified by two methods of parametric statistical analysis: (a) the t-test, which is used to determine the statistical significance of differences between the means of two groups; and (b) the one way analysis of variance followed by the Scheffé procedure which is used to test for

significant differences between the means of more than two groups. Following a significant F ratio in analysis of variance, the Scheffe method of multiple comparison was used to identify the groups between which differences existed. The items which showed statistically significant mean differences on the demographic variables will be identified and discussed in the context of:

(a) satisfaction factors.

(b) the satisfiers which comprise the factors mentioned in step (a).

Education

The home care nurses were asked to identify their highest level of education according to the following categories: -- RN, RN plus post-basic diploma or Baccalaureate. The results of the analysis of variance of factor scores revealed a statistically significant difference among means with regard to education groupings on two satisfaction factors (Table 7). The Scheffe test ($p < .10$) revealed that the means for nurses with baccalaureate degrees were significantly higher than the means for nurses with RN degrees on Factor 1 (Involvement Satisfaction). When specific satisfiers were used in the analysis, rather than factor scores, the Scheffe test ($p < .10$) revealed that the means for nurses with baccalaureate degrees were significantly higher than the means for nurses with RN degrees on three satisfiers (Table 8):

5. Secure future.
7. Share in the determination of methods and procedures.
10. To share in the setting of goals.

Table 7

One-Way Analysis of Variance of Level of Satisfaction with Individual Factors in Context of Present Jobs of Edmonton Home Care Nurses Classified on the Basis of Education

Factor	Mean Score			F Ratio	F Prob.	Pairs Significantly Different at 0.1 Level*
	Group 1 RN (N=32)	Group 2 RN plus post-basic diploma (N=6)	Group 3 Bacca-laureate Degree (N=15)			
Factor 1 Involvement Satisfaction	8.7	9.5	9.4	4.539	.0153	3 > 1

* Scheffé procedure

Table 8

One-Way Analysis of Variance of Level of Satisfaction with Individual Satisfiers in Context of Present Jobs of Home Care Nurses Classified on the Basis of Education

Satisfier	Mean Score			F Ratio	F Prob.	Pairs Significantly Different at 0.1 Level[a]
	Group 1 RN (N=32)	Group 2 RN plus post-basic diploma (N=6)	Group 3 Baccalaureate Degree (N=15)			
5. Secure future	8.4	9.7	9.5	5.20	.0088	3 > 1
7. Share in the determination of methods and procedures	8.5	9.2	9.4	3.23	.0476	3 > 1
10. To share in the setting of goals	8.4	9.7	9.5	7.33	.0016	3 > 1 3 > 2

[a] Scheffé procedure.

Position in Organization

The respondents to the survey were divided into two groups, based on their position in the organization. The first group was composed of staff nurses. The second category was composed of all other personnel (supervisors and directors). The t-test revealed a statistically significant difference in their means at the .05 level for the Involvement Satisfaction Factor (Table 9). The t-test also revealed a statistically significant difference in their means at the .05 level for two satisfiers (Table 10) :

1. Authority to direct others.
7. Share in the determination of methods and procedures.

The manager group is significantly more satisfied with both of the satisfiers.

Table 9

t-Test Comparison of Level of Satisfaction with Individual Factors in Context of Present Jobs of Home Care Nurses Classified on the Basis of Position in Organization

Factor	Mean Score: Group 1 Staff Nurse	Mean Score: Group 2 Manager	t Value	2 Tailed Prob.*	df	Comparison
Factor 1 Involvement Satisfaction	8.9	9.7	-2.11	.039	53	2 > 1

* $P \leq .05$

Table 10

t-Test Comparison of Level of Satisfaction with Individual Satisfiers in Context of Present Jobs of Home Care Nurses Classified on the Basis of Position in Organization

Satisfier	Mean Score: Group 1 Staff Nurse (N=48)	Mean Score: Group 2 Manager (N=7)	t Value	2 Tailed Prob.*	df	Comparison
1. Authority to direct others	9.3	9.9	-3.11	.006*	18.55	2 > 1
7. Share in the determination of methods and procedures	8.7	9.7	-3.84	.001*	21.54	2 > 1

* $P \leq .05$

General Program or Combined General and Palliative Program

The t-test was utilized to identify statistically significant different means at the .05 level between nurses who visit clients on the specialized palliative care program and nurses who carry clients on the general program only. Home care nurses visiting clients on both the general and palliative programs displayed higher means which were statistically significant on both Factor 1 (Involvement Satisfaction) and Factor 2 (Intrinsic Satisfaction) as shown in Table 11. Three of the satisfiers contributing to Factors 1 and 2 are statistically significant (Table 12):

4. Opportunity to use all skills and abilities.
7. Share in the determination of methods and procedures.
10. To share in the setting of goals.

Size of Case Load

Respondents were divided into two groups according to the number of clients on their case loads. Group 1 consisted of 33 home care nurses who had case loads of less than 40 clients. Group 2 consisted of 12 nurses who had caseloads of more than 40 clients. Table 13 shows that Group 1 (nurses with less than 40 clients) were significantly more satisfied on the Extrinsic Satisfaction factor. Financial rewards is a statistically significant satisfier (Table 14).

Table 11

t-Test Comparison of Satisfaction with Individual Factors in Context of Present Jobs of Home Care Nurses Classified on the Basis of Employment in General Program only or Combined General and Palliative Programs

Factor	Mean Score: Group 1 General Program (N=41)	Mean Score: Group 2 Combined Programs (N=10)	t Value	2-Tailed Prob.*	df	Comparison
Factor 1 Involvement Satisfaction	8.8	9.5	-2.95	.006	29.92	2 > 1
Factor 2 Intrinsic Satisfaction	9.0	9.6	-3.24	.003	26.37	2 > 1

* $P \leq .05$

Table 12

t-Test Comparison of Satisfaction with Individual Satisfiers in Context of Present Jobs of Home Care Nurses Classified on the Basis of Employment in General Program only or Combined General and Palliative Programs

Satisifers	Mean Score: Group 1 General Program (N=41)	Mean Score: Group 2 Combined Programs (N=10)	t Value	2-Tailed Prob.*	df	Comparison
4. Opportunity to use all skills and abilities	8.7	9.5	-3.70	.001*	26.71	2 > 1
6. Give help to other people	9.3	9.8	-2.42	.021*	31.16	2 > 1
7. Share in the determination of methods and procedures	8.7	9.5	-2.97	.005*	37.88	2 > 1
10. To share in the setting of goals	8.6	9.5	-2.06	.045*	50	2 > 1

* $P \leq .05$

Table 13

t-Test Comparison of Level of Satisfaction with Individual Factors in Context of Present Jobs of Home Care Nurses Classified on the Basis of Number of Clients on Case Load

Factor	Mean Score Group 1 Under 40 (N=33)	Mean Score Group 2 Over 40 (N=12)	t Value	2 Tailed Prob.	df	Comparison
Factor 4 Extrinsic Satisfaction	8.7	7.6	2.84	.007	36.53	1 > 2

* $P \leq .05$

Table 14

t-Test Comparison of Level of Satisfaction with Individual Satisfiers in Context of Present Jobs of Home Care Nurses Classified on the Basis of Number of Clients on Case Load

Satisfier	Mean Score: Group 1 Under 40 (N=33)	Mean Score: Group 2 Over 40 (N=12)	t Value	2 Tailed Prob.	df	Comparison
3. Financial rewards	8.70	7.58	2.84	.007*	36.53	1 > 2

* $P \leq .05$

Employing Agency

The study sample consisted of home care nurses from two suburban health units in close proximity to a large urban center. A t-test detected statistically significant differences in their means at the .05 level of significance on Factor 2 -- Intrinsic Satisfaction and Factor 4 -- Extrinsic Satisfaction (Table 15). Four of the satisfiers which are components of Intrinsic Satisfaction and Extrinsic Satisfaction revealed statistically significant differences in their means at the .05 level of significance (Table 16):

3. Financial rewards
4. Opportunity to use all skills and abilities
6. Give help to other people
11. Feeling of self-fulfillment

Agency 1 was significantly more satisfied than Agency 2 on Factor 2 (Intrinsic Satisfaction) and Factor 4 (Extrinsic Satisfaction).

Discussion

Nurses with baccalaureate degrees were significantly more satisfied than nurses with R.N. diplomas with regards to the Involvement Satisfaction factor. The presence of opportunities to share in the determination of methods and procedures and share in the setting of goals contributed to the significant difference between the two groups of nurses on this factor.

Table 15

t-Test Comparison of Level of Satisfaction with Individual Factors in Context of Present Jobs of Home Care Nurses Classified on the Basis of Employment with Agency 1 or Agency 2

Factor	Mean Score					
	Agency 1 (N=22)	Agency 2 (N=35)	t Value	2 Tailed Prob.*	df	Comparison
Factor 2 Intrinsic Satisfaction	9.5	8.9	3.47	.001*	55	1 > 2
Factor 4 Extrinsic Satisfaction	9.0	7.9	2.52	.018*	55	1 > 2

* $P \leq .05$

Table 16

t-Test Comparison of Level of Satisfaction with Individual Satisfiers in Context of Present Jobs of Home Care Nurses Classified on the Basis of Employment with Agency 1 or Agency 2

Satisfier	Mean Score					
	Agency 1 (N=22)	Agency 2 (N=35)	t Value	2 Tailed Prob.*	df	Comparison
3. Financial rewards	9.1	7.9	2.52	.018*	27.42	1 > 2
4. Opportunity to use all skills and abilities	9.2	8.6	2.38	.021*	49.25	1 > 2
6. Give help to other people	9.7	9.3	2.34	.023*	52.00	1 > 2
11. Feeling of self-fulfillment	9.5	8.9	2.08	.042*	54.76	1 > 2

* $P \leq .05$

Supervisors and directors were significantly more satisfied than the staff nurses with the Involvement Satisfaction factor. The management staff was more satisfied than the general staff with the following satisfiers -- authority to direct others and share in the determination of methods and procedures.

Nurses visiting clients on the general and palliative programs demonstrated significantly higher scores on Involvement Satisfaction and Intrinsic Satisfaction than nurses working with clients on the general program. The three satisfiers -- Opportunity to use all skills and abilities; share in the determination of methods and procedures; and to share in the setting of goals -- were also significantly higher for nurses with a combined caseload of general program clients and palliative clients.

Nurses with client case loads of less than 40 were significantly more satisfied than nurses with case loads greater than 40 on the Extrinsic Satisfaction factor. Nurses with case loads of less than 40 were significantly more satisfied with the satisfier -- financial rewards.

Agency 1 nurses were more satisfied than Agency 2 nurses on the Intrinsic Satisfaction factor and the Extrinsic Satisfaction factor. The satisfiers which revealed statistically significant higher levels of satisfaction for Agency 1 were financial rewards, the opportunity to use all skills and abilities, give help to other people and the feeling of self-fulfillment.

There are statistically significant differences in the means of the factor scores for groups defined by the professional, organizational and personal variables as revealed in Table 17. There are statistically significant differences in the means of the Involvement Satisfaction scores between the various groups of home care nurses as defined by highest level of education, position in organization and employment in general program or combined palliative and general program. The means of the Intrinsic Satisfaction scores are significantly different between the groups of home care nurses defined by employment in general program or combined palliative and general program, and employment agency.

Table 17

Statistically Significant Difference in Mean Factor Scores Between Professional, Organizational and Personal Variables and Wagner's Four Factors

Professional, Organizational, and Personal Variables	Wagner's Factors b - a			
	1 Involvement	2 Intrinsic	3 Interpersonal	4 Extrinsic
Highest level of education		*		
Postition in organization		*		
General program or combined palliative and general program	*	*		
Size of caseload				*
Employment agency			*	*

* $p \leq .01$

The means of the Extrinsic Satisfaction factor were significantly different between the groups when the variables of case load size and employment agency were analyzed.

Statistical analysis failed to discover statistically significant differences between the groups of home care nurses when they were defined by the remaining variables of number of years spent in nursing, number of years in community nursing, number of years in home care, full, part-time or casual employment, marital status, age, number of children at home and age of children at home.

Overall Satisfaction Levels

A Likert-type scale with ratings from "1 - 7" was used to measure responses to the statements indicating overall satisfaction: "How much satisfaction is there?" and "How much satisfaction there could be". Little or total absence of the satisfier was indicated by a check under the "1". The presence of the maximum amount of the satisfier was indicated by a check under the "7". Varying degrees of satisfaction were indicated by checks under the numbers between "1" and "7".

Problem 4

What are the overall satisfaction levels of the home care nurses in the study?

Description of Data

Table 18 presents the means and standard deviations of the home care nurses' responses to questions on overall satisfaction. The nurses' responses to "How much satisfaction is there?", referring to overall satisfaction, had a mean of 5.2 with a standard deviation of 1.0, thus describing their present satisfaction as being slightly more than "Good". The mean of the responses to "How much satisfaction there could be" on overall satisfaction was 5.8 with a standard deviation of 0.8. The nurses felt that there could be more than a "Good Amount" of satisfaction present in their job but less than "Very Much". The nurses appeared to be consistent in their ratings of overall satisfaction as shown by the respective standard deviations of 1.0 and 0.8.

Table 18

Distribution of Responses to Questions: How Much of a Satisfier Is There?

How Much of a Satisfier There Should (Could) Be.

Satisfier	(x) Mean	SD Standard Deviation
1. The authority to direct others		
a. How much is there?	3.8	1.4
b. How much there should be.	4.5	1.3
2. Working with likeable people		
a. How much is there?	5.6	0.9
b. How much there should be.	5.7	0.8
3. The financial rewards of my job		
a. How much is there?	3.9	1.2
b. How much there should be.	5.6	0.9
4. The opportunity to use all my skills and abilities		
a. How much is there?	4.3	1.3
b. How much there should be.	5.5	0.85
5. Secure future		
a. How much is there?	4.4	1.4
b. How much there should be.	5.5	1.0
6. To give help to other people		
a. How much is there?	5.7	1.0
b. How much there should be.	6.3	0.6
7. Share in the determination of methods and procedures		
a. How much is there?	4.4	1.5
b. How much there should be.	5.6	1.1

Table 18 (continued)

Satisfier	(x) Mean	SD Standard Deviation
8. Favorable arrangements for vacation, hours, time off		
a. How favorable are they?	5.4	1.1
b. How favorable they should be.	5.9	0.8
9. Do important and worthwhile things		
a. How much is there now?	5.4	0.9
b. How much there could be.	5.9	0.7
10. To share in the setting of goals		
a. How much is there now?	4.4	1.5
b. How much there should be.	5.6	1.0
11. Feeling of self-fulfillment		
a. How much is there now?	5.1	1.2
b. How much there could be.	6.0	0.7
12. Understanding of others		
a. How much is there now?	5.2	1.3
b. How much there should be.	5.8	0.8
13. Overall satisfaction I get from my job		
a. How much is there now?	5.2	1.0
b. How much there could be.	5.8	0.8

Scale: Little or None = 1
Not Much = 2
Fair Amount = 3
Fair to Good = 4
Good Amount = 5
Very Much = 6
The Maximum = 7

It was anticipated that the nurses' ratings for their expectations of overall satisfaction with their work would be at the maximum amount of 7. The rating mean of 5.8, which is greater than a "Good Amount" (represented by 5), but less than "Very Much" (represented by 6), on the statement "How much there could be" raises many questions about what the sample population of nurses believe is an ideal work situation. The nurses surveyed by this questionnaire indicated that the overall satisfaction with the job situation could be greater than it is presently is. However, they do not appear to believe that this job has the potential to meet all their employment needs and consequently provide them with maximum or total job satisfaction (represented by a 7).

Overall Satisfaction Scores

Munson and Heda (1974) described satisfaction as being the difference between "b" (How much there could be) and "a" (How much there is now). They then subtracted these scores from 10 to create a positive measurement of "satisfaction". Table 19 presents the frequency distribution and mean of satisfaction scores [10 - (b - a)]. The achievement of "maximum" satisfaction was indicated by a numerical rating of "10" or "$\geq$ 10". The achievement of "little or no" satisfaction was indicated by a numerical rating of "4".

Further discussion of the distributions and means of satisfaction scores found in Table 19 reveals considerable information about the study population. One individual described his/her satisfaction with the present employment as being greater ($\geq$ 10) than what he/she deemed was the maximum level of satisfaction possible in this job. Nineteen other nurses described their job satisfaction as being the maximum amount obtainable in the present employment. Twenty - seven home care nurses described themselves as being "very much" satisfied, while eight home care nurses had a good amount of satisfaction. One nurse described her/himself as having a "fair to good" amount of satisfaction and another one described her/himself as having a fair amount of satisfaction. None of the nurses rated themselves as having "little or none" or "not much" satisfaction.

Table 19

Distribution, Means, and Rank Order of Means of Responses: Level of Satisfaction with Listed Satisfiers
10 - (b - a)

Satisfier	Frequency distribution									Mean
	4	5	6	7	8	9	10	>10	Missing	
1. Authority to direct others	----	----	----	2	9	14	31		1	9.321
2. Working with likeable people	----	----	----	----	3	3	48	2	1	9.693
3. Financial rewards	----	----	3	13	10	12	9	2	---	8.368
4. Opportunity to use all skills and abilities	----	----	1	4	15	21	15	---	1	8.804
5. Secure future	----	1	4	5	8	12	27	---	---	8.877
6. Give help to other people	----	----	1	1	3	10	34	---	---	9.456
7. Share in the determination of methods and procedures	----	1	2	8	8	16	22	---	---	8.789
8. Favorable arrangements for vacation, hours, time off	----	----	----	2	4	17	32	2	---	9.509
9. Do important and worthwhile things	----	----	----	2	4	14	35	---	---	9.474
10. To share in the setting of goals	----	1	1	5	15	13	22	---	---	8.823
11. Feeling of self-fulfillment	----	1	----	2	9	19	26	---	---	9.150
12. Understanding of others	----	1	1	7	4	12	27	---	---	9.386
13. Overall satisfaction I get from my job	----	----	1	1	8	27	19	1	---	9.158

Scale: Little or None = 4
Not Much = 5
Fair Amount = 6
Fair to Good = 7
Good Amount = 8
Very Much = 9
The Maximum = 10 or > 10

The mean of the nurses' ratings of overall satisfaction that they received from their jobs was 9.2. This indicated that the nurses were very much satisfied with their present home care jobs.

Discussion

It is important to note that the home care nurses surveyed did not believe that their present home care jobs could provide them with the maximum job satisfaction. However, rather than stating that the jobs could provide maximum satisfaction (represented by a 7), they stated that they could provide between a "good amount" and "very much" satisfaction (represented by a 5.8) when they were measured within the present context of home care.

Fifty-five out of 57 nurses or 96% of the respondents described themselves as having a good amount of overall satisfaction or better (numerical rating of ≥ 8), as measured by Munson et al. [10 - (b - a)]. One nurse described her/himself as having a "fair to good" amount of overall satisfaction and another one described her/himself as having a fair amount of overall satisfaction. None of the nurses rated themselves as having "little or none" or "not much" overall satisfaction.

The mean of the nurses' ratings of overall satisfaction that they received from their jobs was 9.2 (maximum satisfaction is 10). This indicated that the nurses were very much satisfied with their present home care jobs.

Individual Satisfiers and Overall Job Satisfaction

Problem 5

Which satisfiers are perceived by nurses in the sample population to be related to overall job satisfaction in their current jobs?

Pearson Product-moment Correlation Coefficients

The relationship between the twelve individual satisfiers and overall job satisfaction of the Home Care nurses was analyzed using the Pearson product-moment correlation coefficient. Satisfiers which had a strong relationship to overall job satisfaction were identified as significant predictors of job satisfaction. Satisfiers which did not have a significant relationship to overall job satisfaction were also identified.

The Pearson product-moment correlation coefficient is a measure of the linear relationship between X and Y (Glass and Stanley, 1970). It does not detect relationships between variables that are not linear (Welkowitz, Ewen & Cohen, 1976).

It is also important to recognize that the "presence of a correlation between two variables does not necessarily mean there exists a causal link between them.... While correlation does not directly establish a causal relationship it may furnish clues to causes" (Glass et al., 1970, pp. 121 - 122). Welkowitz et al. (1976, p. 159) state that "two variables may be highly correlated for one or more of three reasons: (1) X causes Y; (b) Y causes X or; (c) both X and Y are caused by some third variable".

The correlation coefficient does have several useful characteristics:

> The size of the numerical value of the coefficient indicates the strength of the relationship (large absolute values mean that the two variables are closely related, and small absolute values mean that they are only weakly related). The sign of the coefficient indicates the direction of the relationship (Welkowitz et al., 1976, p. 156).

All the Pearson product-moment correlation coefficients between the individual satisfiers and the overall job satisfaction of home care nurses in their current jobs were positive. They may be found in Table 20. Seven out of 12 correlations were significant. The highest correlation was "Working with likeable people". "Feeling of self-fulfillment" followed; then came "Secure future"; and "To share in the setting of goals". Three more satisfiers -- "Share in the determination of methods and procedures"; "Favorable arrangements for vacation, hours, time off"; and "Do important and worthwhile things" -- were grouped together with very low but yet significant correlations.

The satisfiers "Authority to direct others", "Financial rewards", "Opportunity to use all skills and abilities", "Give help to other people", and "Understanding of others" all failed to yield a significant correlation to overall job satisfaction.

Table 20

Pearson Correlation Coefficients between Scores on Overall Satisfaction and Satisfaction with Individual Satisfiers

Satisfier	Overall Satisfaction r	Prob.
1. Authority to direct others	.0036	.979
2. Working with likeable people	.5039	.000*
3. Financial rewards	.1265	.349
4. Opportunity to use all skills and abilities	.1321	.332
5. Secure future	.4518	.000*
6. Give help to other people	.2558	.055
7. Share in the determination of methods and procedures	.3283	.013*
8. Favorable arrangements for vacation, hours, time off	.2771	.037*
9. Do important and worthwhile things	.2661	.045*
10. To share in the setting of goals	.4301	.001*
11. Feeling of self-fulfillment	.4646	.000*
12. Understanding of others	.2463	.065

* $p \leq .05$

Stepwise Multiple Regression Analysis.

This analysis is used to isolate the predictors which will yield an optimal prediction equation with as few terms as possible. Nie, Hadlai Hull, Jenkins, Steinbrenner and Bent (1975) elaborate further:

> The variable that explains the greatest amount of variance in the dependent variable will enter first; the variable that explains the greatest amount of variance in conjunction with the first will enter second, and so on. In other words, the variable that explains the greatest amount of variance unexplained by the variables already in the equation enters the equation at each step (p. 345).

Table 21 reveals that "Working with likeable people" accounts for 34.4% of the variance in overall job satisfaction among the study population. The second variable -- "Feeling of self-fullment" accounts for 20.3% of the variance. No other variable accounted for a statistically significant portion of the variation in the criterion variable. Together these two variables accounted for 54.7% of the variance in overall job satisfaction.

Discussion

The data obtained from the study population revealed a linear statistically significant positive relationship between seven out of twelve of the satisfiers and overall job satisfaction. The remaining five satisfiers did not have a significant relationship to overall job satisfaction. These results are specific to the study population of home care nurses.

Only two satisfiers -- "Working with likeable people" and "Feeling of self-fulfillment" -- displayed a statistically significant contribution to overall job satisfaction. They accounted for a total of 54.7% of the variation of the criterion variable -- overall job satisfaction.

Table 21

Stepwise Multiple Regression Analysis Using Questionnaire Items as Predictor Variables for Overall Job Satisfaction

Criterion (Dependent) Variable	Predictor (Independent) Variables (in order of entry into regression analysis)	Increase in Prediction	% of Variance	
		Prob.	Individual	Cumulative
Overall Job Satisfaction	2. Working with likeable people	.00	34.42	34.42
	11. Feeling of Self-fulfillment	.00	20.28	54.70

Factors Perceived to be Related to Overall Job Satisfaction

Problem 6

Which factors are perceived by home care nurses to be related to overall job satisfaction in their current jobs?

Pearson Product - Moment Correlations

The Pearson product-moment correlation coefficients between the scores on overall satisfaction and satisfaction on the mean ratings of individual scores according Wagner's four satisfaction factors may be found in Table 22. All the correlations are positive. The highest correlation was .50 for Intrinsic Satisfaction. Involvement Satisfaction had a correlation coefficient of .41, while Intrinsic Satisfaction had a correlation coefficient of .38. Extrinsic Satisfaction failed to demonstrate a statistically significant correlation with overall satisfaction.

Stepwise Multiple Regression Analysis

A multiple regression analysis was performed on the research data with the four factors as the predictor variables for the criterion variable of overall job satisfaction. Table 23 displays the two factors which account for 31.42 % of the variation in overall job satisfaction. Factor 2 (Intrinsic Satisfaction) accounts for 25.12 % of the variance in overall job satisfaction among the home care nurses participating in this study.

Table 22

Pearson Correlation Coefficients between Scores on Overall Satisfaction and Satisfaction with Mean Ratings of Individual Scores According to Wagner's Four Factors of Satisfaction

Factor	r	Prob.
1. Intrinsic Satisfaction	.50	.000*
2. Involvement Task Satisfaction	.41	.001*
3. Interpersonal Satisfaction	.38	.003*
4. Extrinsic Satisfaction	.13	.349

* Statistically significant at .01

Table 23

Stepwise Multiple Regression Analysis Using Munson and Heda's Four Factors as Predictor Variables for Overall Job Satisfaction

Criterion (Dependent) Variable	Predictor (Independent) Variables (in order of entry into regression analysis)		Increase in Prediction Prob.	% of Variance Individual	% of Variance Cumulative
Overall Job Satisfaction	Factor 2	Intrinsic Satisfaction	.0001	25.27	25.27
	Factor 4	Interpersonal Satisfaction	.0000	8.25	33.52

Factor 4 (Interpersonal Satisfaction) accounted for 6.3 % of the variation. The remaining two variables failed to make a statistically significant individual contribution to the variance in overall job satisfaction.

Discussion

The Pearson product-moment correlation coefficient equation revealed a statistically significant positive linear relationship between three of the four factors and overall job satisfaction. These three factors are predictors of overall job satisfaction.

Two factors -- Intrinsic Satisfaction and Interpersonal Satisfaction -- make a statistically significant contribution to the variance in overall job satisfaction and account for 31.41% of the variance. Involvement Satisfaction and Extrinsic Satisfaction did not make a statistically significant contribution.

Comments on Job Characteristics Contributing to Job Satisfaction

The respondents were asked to comment on any characteristics which they felt contributed to Home Care nurse's job satisfaction. Forty-nine nurses (86%) offered comments.

The nurses' comments were grouped into six categories after the contents were analyzed:

(a) Recognition

(b) Work Environment

(c) Ongoing Education

(d) Feeling of Accomplishment

(e) Autonomy

(f) Interpersonal Interactions

A summary of the findings in terms of frequency of the responses is presented in Table 24. Excerpts drawn from the comments are also included.

Recognition

Twenty-three home care nurses mentioned recognition by others as being important to job satisfaction. Fourteen nurses stated that they did not receive adequate recognition for their contributions. Five nurses were only partially satisfied with the recognition they received, while four nurses were satisfied.

Failure to recognize the home care nurse's expertise and responsibility for total patient care through financial remuneration was mentioned by seven nurses. Six

Table 24

Frequency Distribution of Respondents' Comments on Other Job Characteristics Contributing to Job Satisfaction

Respondents' Comments	Frequency	Present		
		Yes	No	Partial
Recognition				
Recognition of accomplishments and achievements	1	...	...	1
Recognition by others that the job you are doing is well done and important	1	...	...	1
Peer recognition	1	...	...	1
Management recognition	3	1	1	1
Recognition by Dr.'s that our abilities extend beyond B.P.'s, pulses, etc.	3	...	2	1
Other agency recognition	1	1	...	...
Client recognition	2	2	...	...
Recognition by other nurses (hospital) of our unique skills and contributions to the care of individuals	1	...	1	...
Sometimes frustrated by other health professional's lack of knowledge about what we do. e.g. home care isn't just bathing people	2	...	2	...
Recognition by Board of value of its employees and understanding of their work and contribution -- meaning of preventive health care, etc.	1	...	1	...
To do work that others and myself value (that make a difference to the client) and to be paid accordingly	1	...	1	...
Pay is important--for years I was paid less than I made at a Hospital but now I work alone and use more skills (I also work at the hospital and get from five to ten dolars per hour more)	6	...	6	...
	23	4	14	5
Work Environment				
Flexible hours	4	4	...	...
Adequate time to do the job to the best of one's ability	3	2	...	1
Regular hours of work (days only)	3	3	...	...
Good weather	1	1	...	...
Government cars	1	1	...	...
Proximity of place of employment to residence of employee	2	2	...	...
Small town atmosphere	1	1	...	...
Chance to see the beauty of the day as I drive through the country side, to see the snow sparkle, to see planting or harvesting	1	1	...	...
Clear cut job description	1	1	...	...
Location--not able to network and influence decisions as readily as I might if I were located where the action is	1	...	1	...
Healthy/safe environment -- this could be a source of increased job satisfaction if more resources were in place for improving employee's health	1	...	1	...
Regular inservices and meetings	1	1	...	...
	20	17	2	1

Table 24 (continued)

Respondent's Comments	Frequency	Present		
		Yes	No	Partial
Ongoing Education				
Opportunity to pursue education for personal and professional growth	5	5	---	---
Recognition of increasing stress which may be causing depression, therefore inservices are set up in an attempt to relieve this	1	1	---	---
Ongoing educational updates	2	2	---	---
Inservices (opportunity to develop new skills as there is so much change in Home Care)	5	5	---	---
Encouragement to further your education	2	2	---	---
	15	15	---	---
Feeling of Accomplishment				
Opportunity to deal with all kinds of people with all kinds of needs	1	1	---	---
To be able to do the job well and to your satisfaction	1	1	---	---
Personal rewards from working with clients, seniors, palliative clients	1	1	---	---
Chance to interface directly with the client and then to approach the physician with "nursing" solutions -- to be proactive from a nursing point of view	1	1	---	---
Helath promotion and prevention	1	1	---	---
Authority should match responsibility	1	1	---	---
The belief that what you are doing is considered worthwhile and credible by others	1	---	1	---
I am not bound by meaningless routines...I am able to talk with people and provide emotional care	1	1	---	---
Enabling people to get to full potential	2	1	---	1
The opportunity to be creative and inventivve	1	1	---	---
Contributing to needed change	1	1	---	---
A feeling that you are accomplishing what you are intended to	2	1	---	1
Working as a co-ordinator -- dealing with many resources and family members	1	1	---	---
	15	12	1	2
Autonomy				
Having authority to make decisions and take action if I see it to be necessary	2	2	---	---
Coordinator of my own caseload -- independence	5	5	---	---
Independence to set my own workload, organize my day	2	2	---	---
The only problem that exists at times is that the directives and final decisions for policy are made by a board who are very patriarchal and have a male bias	1	---	1	---
The opportunity to work independently, as well as with a group	1	1	---	---
You are your own "boss"	1	1	---	---
	12	11	1	---

Table 24 (continued)

Respondents' Comments	Frequency	Present		
		Yes	No	Partial
Interpersonal Interactions				
Communication				
Two-way communication with supervisors, administration and boards	3	1	...	2
Having people listen when you tell them that you have a problem	1	...	...	1
Good communication with all levels of staff	3	1	1	1
Collegial relations				
Ability to consult with co-workers in care-planning; sharing concerns, and problems. Supporting each other.	8	5	...	3
Staff need to be compatible	3	2	...	1
Co-workers who are willing to help out in a heavy workload situation	1	1	...	...
A feeling of connectedness and team spirit as well as times for fun and humor	2	2	...	...
Management support				
Having a coordinator who is sympathetic to your needs	1	1	...	...
Approachable and open-minded managers	4	2	...	2
Supervisors who give praise as well as constructive criticism	2	2	...	...
The sensitivity and caring of supervisory staff and flexibility to staff needs	2	2	...	...
Supervisors respect my experience and ask for input	1	1	...	...
Nurse-client relations				
Personal rewards from working with clients	1	1	...	...
The chance to meet courageous, independent seniors who enrich us more than they will ever know!	1	1	...	...
I am able to talk with people and provide emotional care	1	1	...	...
Being able to visit those shut in and see the happiness it brings them	1	1	...	...
Enabling people to get to full potential	3	3	...	...
Interacting with clients who appreciate you	1	1	...	...
	39	28	1	10

respondents shared a point of view similar to the following comment: "I was paid less than I made at a hospital, but I work alone and use more skills."

Seven respondents expressed a desire to receive recognition from other professionals, including hospital nurses, regarding the true nature of their job: "Home care isn't just bathing people". Three of these nurses stated that physicians should be aware that the abilities of the home care nurse extend beyond "B.P.'s, pulses, etc.".

Three home care nurses emphasized that recognition by management increased their satisfaction. One nurse described management recognition: "Supervisors respect my experience and ask for input on many issues". One nurse stated that management recognition was not adequate in home care, while the remaining respondent was partially satisfied with management recognition. Another nurse stated that the Board did not recognize the value of its employees and their contribution to preventive health care.

Two respondents cited personal recognition of the home care nurse's value by the client as making an important contribution to job satisfaction.

Work Environment

Twenty respondents cited characteristics of the work environment as playing an important role in job satisfaction. Only two nurses stated that suitable work environment conditions were not present and one nurse stated that they were partially present.

"Flexible hours" and "Regular hours of work (days only)" were job characteristics identified by seven nurses as important to job satisfaction. Two out of three respondents stressed that their home care position allowed "adequate time to do the job to the best of one's ability". Proximity of place of employment to the residence of employee" was mentioned by two respondents as being present. Other characteristics contributing to job

satisfaction which were present and were mentioned by individual respondents were:

> good weather...government car...small town atmosphere...clear cut job description...regular inservices and meetings...chance to see the beauty of the day as I drive through the country side, to see the snow sparkle, to see when planting or harvest is beginning or finishing.

One nurse stated that she was not situated in a good location since she was not able to network and influence decisions as readily as she might if she were "located where the action is". Another nurse expressed concern regarding the health and safety of the environment -- "This could be a source of increased job satisfaction if more resources were in place for improving employee's health". Budget restraints resulting in decreased time to provide client care was described by one nurse as being a source of partial satisfaction.

Ongoing Education

Fifteen respondents identified the process of ongoing education as an important contributor to job satisfaction. Five nurses identified the "opportunity to pursue education for personal and professional growth" while two nurses identified that "encouragement to further your education" as an important job characteristic.

Inservices which provide the nurses with an opportunity to develop new skills which permit them to keep up with changes in Home Care were identified by five nurses as important components of job satisfaction present in their organization. Ongoing educational updates was also mentioned by two nurses as being an important characteristic of job satisfaction.

One nurse mentioned that inservices which teach the individuals how to cope with stress had been conducted in her organization: "Recognition of increasing stress which may be causing depression; therefore inservices should be set up in an attempt to relieve this".

Feeling of Accomplishment

A variety of opinions were expressed by thirteen of the home care nurses concerning a feeling of accomplishment with only one respondent stating the attribute was only partially present in home care. Two respondents stated that they received satisfaction from having an opportunity to "enable people to get to full potential". "A feeling that you are accomplishing what you are intended to" was mentioned by one nurse as being only partially present, while another nurse stated that it was present.

Autonomy

Twelve respondents made statements relating autonomy to job satisfaction with only one stating the quality was not present in home care. Five nurses mentioned that the independence that came from being the coordinator of their own caseload was very important to them. Two respondents specified that "independence to set my own workload and organize my day" contributed to their job satisfaction while two other nurses cited "having authority to make decisions and take action if I see it to be necessary" as playing an important role in their job satisfaction.

One respondent expressed concern regarding lack of input into the final decisions of the board. "The only problem that exists at times is that the directives and final decisions for policy are made by a board who are very patriarchal and have a male bias".

Interpersonal Interactions

Thirty - nine home care nurses (68%) identified interpersonal interactions as important characteristics contributing to job satisfaction. One respondent stated that this characteristic was not present while ten stated that this characteristic was only partially present in home care. Excerpts from the respondent's comments were organized into the following categories: communication, collegial relations, management support, and nurse-client relations.

Seven nurses identified communication as being an important characteristic of their home care job. One respondent stated that there was not good communication between all levels of staff. Four individuals were only partially satisfied with the communication present in their work situation. Communication between all levels of the home care organization was described by the six of the respondents as being "open two - way communication between front-line staff, administration and boards".

Collegial relations were mentioned by fourteen respondents. One nurse described this important aspect of her job as follows: "Colleague support -- networking to assist in problem solving or decision making...receiving support from peers in your decision". Four respondents stated that collegial relations were only partially present.

Ten respondents cited support from management as contributing to job satisfaction. Four of the nurses stated that "approachable and open minded managers" contributed to job satisfaction. Two nurses stated that these "approachable and open-minded managers" were only partially present. Supervisors who "give praise as well as constructive criticism" were described by two nurses as being a desirable part of the home care organization. Two other nurses referred to "the sensitivity and caring of supervisory staff and flexibility to staff needs".

Eight of the home care nurses indicated that the interactions between the nurse and the client were important to their job satisfaction. One nurse described the rewards received from these relationships very eloquently:

> The chance to meet courageous, independent seniors who enrich us more than they will ever know! Who share their philosophies and cultural backgrounds; who are optimistic and inventive and who do not fit the 'medical model' very well!

Discussion

Thirty-nine or 68% of the respondents identified "interpersonal interactions" as important characteristics of job satisfaction. Twenty-eight of the respondents stated that these characteristics were present in their home care nursing job. Ten respondents stated that they were only partially present and only one stated that they were not present. All of the nurses who referred to good nurse-client relations as a source of job satisfaction stated that they were present in their job.

Twenty-three or 47% of the respondents described recognition as an important attribute of job satisfaction. Only four of the respondents stated that they were satisfied with the recognition which they receive in their job. Seven home care nurses expressed an absence of recognition in the form of adequate financial remuneration.

Twenty or 35% of the home care nurses mentioned the work environment as contributing to job satisfaction. Seventeen of these respondents stated that good environmental conditions were present in their employment.

Fifteen or 26% of the respondents referred to ongoing education as an important employment attribute contributing to job satisfaction. All fifteen respondents stated that this characteristic was present in their employment situation.

Thirteen or 23% of the home care nurses described a feeling of accomplishment as contributing to their satisfaction with their work. Twelve of the respondents stated that this attribute was present.

Twelve or 21% of the respondents mentioned that autonomy was important to their job satisfaction. Eleven stated that autonomy was present in their employment.

Interpersonal interactions were mentioned by almost half of the respondents as being important employment characteristics contributing to their job satisfaction. The attributes of the work environment, ongoing education, a feeling of accomplishment and autonomy also made significant contributions to the job satisfaction of the sample population of home care nurses. However, recognition by others, especially financial recognition,

appeared to be a source of concern to nineteen out of twenty-three nurses who stated that it was either absent or only partially present.

Summary

The findings from the questionnaire responses were reported and discussed in this chapter. The frequency and percentage distributions or the means were used to describe the professional, organizational and personal characteristics of the 57 home care nurses participating in this study. The respondents to the survey had a mean of 15 years of nursing experience with the highest level of education attained by slightly greater than half of the nurses being the R.N. diploma. More than half of the home care nurses had a case load of less than 40 clients with only 39% of the respondents being employed full time. Personal data revealed that 71.9% of the respondents were between the ages of 25 and 44 and 82.5% were married with a family consisting of an average of two children at home with a mean age of 10.4 years.

Factor analysis of the responses of the sample population of home care nurses revealed four factors similar to the four factors identified in Munson and Heda's (1974) original study for the first satisfaction index. However, factor analysis using the second satisfaction index revealed five factors which differed from the four factors identified in the original study. Differences in the health care systems of the United States and Canada may account for this inconsistency. Further studies on satisfaction should use only use the first satisfaction index for which construct validity has been demonstrated.

For the second research question the modes and arithmetic means of the satisfiers were scrutinized to identify which satisfiers the sample population of home care nurses identified as most important. The three satisfiers ranked highest in importance by both the means and modes were: "feeling of self-fulfillment", "give help to other people" and "do important worthwhile things". The two satisfiers identified as least important by both the means and modes were "authority to direct others" and "secure future".

The third research question concerning the association between the professional, organizational and personal variables of the home care nurses and the factors identified by Wagner was answered by the use of the t-test procedure and one-way analysis of variance. When the means of more than two groups were being compared, the Scheffe method of multiple comparison was used to identify the groups between which the statistically significant differences existed. There were significant differences between the means of the Involvement Satisfaction score for various groups of home care nurses as defined by highest level of education, position in organization and employment in general program or combined palliative and general program. The means of the Intrinsic Satisfaction score were significantly different between the groups of home care nurses defined by employment in general program or combined palliative and general program and employment agency. Home care nurses who had completed a higher level of education demonstrated a significantly higher mean Intrinsic Satisfaction scores. The variables of case load size and employmetn agency revealed significantly different mean Extrinsic satisfaction scores.

Scrutiny of the frequency distribution and mean response to the overall satisfaction scores revealed that the nurses were "very much" satisfied with their present home care jobs.

The data obtained from the study population revealed a statistically significant correlation between seven out of twelve of the satisfiers identified by Munson et al. (1974) and overall job satisfaction. The remaining five satisfiers did not show a significant relationship when the Pearson product-moment correlation coefficient was used for analysis.

Stepwise multiple regression analysis revealed that two satisfiers -- "Working with likeable people" and "Feeling of self-fulfillment" -- displayed a statistically significant contribution to overall job satisfaction. These two satisfiers accounted for 54.75% of the total variance in overall job satisfaction.

Thr ee out of four of the factors identified in this study were significantly correlated to overall job satisfaction when the data were analyzed using the Pearson product-moment correlation coefficient. Extrinsic Satisfaction failed to demonstrate a significant correlation with overall job satisfaction.

Two factors -- Intrinsic Satisfaction and Interpersonal Satisfaction -- made a significant contribution to overall job satisfaction. They accounted for 33.52% of the variance in overall job satisfaction.

Forty - nine nurses (86%) offered comments on characteristics which they felt contributed to the home care nurse's job satisfaction. The nurses' comments were grouped into six categories after the contents were analyzed:

(a) Recognition

(b) Work Environment

(c) Ongoing Education

(d) Feeling of Accomplishment

(e) Autonomy

(f) Interpersonal Interactions

Home care nurses identified that they were usually satisfied with features of their work environment described in five out of six of the categories used to organize the answers to the open-ended question. However, recognition by others, especially financial recognition, appeared to be a source of concern to nineteen out of twenty-three nurses who stated that recognition was either absent or only partially present.

CHAPTER 5

SUMMARY, CONCLUSIONS AND IMPLICATIONS OF THE STUDY

The final chapter of this study is divided into three sections. The first section includes a summary of the study, the research methodology and the results of the data analysis. The second section presents the conclusions reached in the study. The final component of this chapter deals with the implications which this study has for both home care nursing practice and further research which may be conducted in the area of job satisfaction for home care nurses.

Summary

Restatement of the Problems

The study was designed to answer the following questions:

1. What are the factors, revealed by a statistical analysis of the survey responses, which contribute to job satisfaction of home care nurses?
2. Which satisfiers do the home care nurses identify as being most important to job satisfaction?
3. To what extent do home care nurses associate the factors identified in the study with the following personal, professional or organizational variables: highest level of education, number of years spent in community-based nursing, number of years spent in home care, total number of years employed in nursing, full, part-time or casual employment, position in the organization's structure as a staff nurse or management, employed in the general program or in the palliative program, number of clients on the case load, marital status, age, age and number of children at home and, finally, employment agency?
4. What are the overall satisfaction levels of the sample population of home care nurses?

5. Which satisfiers are perceived by nurses in the sample population to contribute to overall job satisfaction in their current jobs?
6. Which factors are perceived by nurses in the sample population to contribute to overall job satisfaction in their current jobs?

Research Design and Methodology

The study was a descriptive survey of the nurses in two specific home care agencies. A modified version of the questionnaire developed by Munson et al. (1974) to measure the job satisfaction of hospital nurses was used to collect data relating to the job satisfaction of home care nurses.

The revised instrument was submitted to seven home care nurses who were employed in both staff and management roles. After slight modifications to the Q - sort methodology of the questionnaire (based on comments from the pilot study), the instrument was presented to the total population of home care nurses from the two agencies. Sixty - one questionnaires were distributed and a total of 57 usable questionnaires were returned for a return rate of 93%.

Programs in the Statistical Package for the Social Sciences were used for analysis of data as follows: factor analyses, frequency distributions, means, t tests, analysis of variance, correlation coefficients and multiple regression analysis.

Forty - nine out of 57 nurses or 86 % of the respondents to the survey wrote in responses to the open-ended question. The contents of these write-in responses were analyzed and grouped into appropriate categories for discussion.

Results of the Data Analysis

The findings of the study are summarized according to the six research questions investigated in this study.

Problem One. What are the factors which contribute to job satisfaction?

Results of the factor analysis supported the four factors identified by Munson et al. in their first satisfaction index (b - a). The four factors identified in this study were labelled in a manner similar to the factors identified by Munson et al. (1974) -- Intrinsic satisfaction, Involvement satisfaction, Interpersonal satisfaction and Extrinsic satisfaction.

Differences between the original study and this Canadian study on the first satisfaction index were identified when several satisfiers either loaded under different factors or failed to load on a single factor. In the Canadian study "give help to other people" loaded under intrinsic satisfaction rather than under interpersonal satisfaction. The satisfiers -- "do important and worthwhile things", "secure future" and "favorable arrangements for vacation, hours, time off" all failed to load on a single factor. It is important to note that Munson's failure to adhere to accepted research procedure accounted for a a discrepancy between the two studies; in this study the satisfiers of "secure future" and do important and worthwhile things were not included in factors as called for by application of the conventional rules.

This Canadian study failed to support Munson et al.'s second satisfaction index [I (b - a)] when factor analysis was used. Five factors which differed from the four factors revealed in the original study were evident after factor analysis.

Problem two. Which satisfiers do the home care nurses identify as being most important to job satisfaction?

The means and modes of the satisfiers ranked first in importance (Feeling of self-fulfillment), and second in importance (Give help to other people) by the home care nurses were components of the factor labelled Intrinsic Satisfaction. The mean and mode of the satisfier ranked third in importance (Do important and worthwhile things) failed to load on a single factor when factor analysis was performed. The satisfiers identified by the means and modes as being least important to job satisfaction were "Authority to direct others"

which is a component of the Involvement Satisfaction factor and "Secure future" which failed to load on a single factor.

The means of the ratings of importance of the satisfiers revealed that the six satisfiers ranked as most important in providing job satisfaction, except for the satisfier which loaded on more than one factor, were components of the Intrinsic Task Satisfaction and Interpersonal Satisfaction factors. The satisfiers rated as being less important, when the means were scrutinized, belonged to the Involvement Satisfaction factor and the Extrinsic Task Satisfaction factor (an exception being the two satisfiers which load on more than one factor).

Problem three. To what extent are the following personal, professional or organizational variables associated with the factors identified in the study: highest level of education, number of years spent in community-based nursing, number of years spent in home care, total number of years employed in nursing, full, part-time or casual employment, position in the organization's structure as a staff nurse or management, employed in the general program or in the palliative program, number of clients on the case load, marital status, age, age and number of children at home and, finally, employment agency?

Nurses with baccalaureate degrees were significantly more satisfied than nurses with R.N. diplomas on the Involvement Satisfaction factor. Opportunities which allowed them to share in the determination of methods and procedures and opportunities to share in the setting of goals contributed to the significant difference between the two groups of nurses on this factor.

Supervisors and directors were significantly more satisfied than the staff nurses with Involvement Satisfaction. The management staff were more satisfied than the general staff with the satisfiers -- "authority to direct others" and "share in the determination of methods and procedures".

Nurses visiting clients on the general and palliative programs demonstrated significantly higher scores on Involvement Satisfaction and Intrinsic Satisfaction than nurses working with clients on the general program. The three satisfiers: "Opportunity to use all skills and abilities"; "share in the determination of methods and procedures"; and "to share in the setting of goals" were also significantly higher for nurses with a combined caseload of general program clients and palliative clients.

Nurses with client case loads of less than 40 were significantly more satisfied with the Extrinsic Satisfaction factor than nurses with case loads greater than 40. Nurses with case loads of less than 40 were significantly more satisfied with the satisfier -- "financial rewards".

Agency 1 nurses were more satisfied than Agency 2 nurses on the Intrinsic Satisfaction factor and the Extrinsic Satisfaction factor. The satisfiers which revealed statistically significant higher levels of satisfaction for Agency 1 were "financial rewards", "the opportunity to use all skills and abilities", "give help to other people" and "the feeling of self-fulfillment".

There were statistically significant differences in the means of the factor scores for groups defined by the professional, organizational and personal variables. Significant differences in the means of the Involvement Satisfaction score were discovered between the various groups of home care nurses as defined by highest level of education, position in organization and employment in general program or combined palliative and general program. The means of the Intrinsic Satisfaction scores were significantly different between the groups of home care nurses defined by employment in general program or combined palliative and general program and employment agency. The means of the Extrinsic Satisfaction factor were significantly different between the groups when the variables of case load size and employment agency were analyzed.

Statistical analysis failed to discover statistically significant differences between the groups of home care nurses when they were defined by the remaining variables of number

of years spent in nursing, number of years in community-based nursing, number of years in home care, full, part-time or casual employment, marital status, age, number of children at home and age of children at home.

Problem four. What are the overall satisfaction levels of the sample population of home care nurses?

The nurses surveyed by this questionnaire indicated that the overall satisfaction with the job situation could be greater than it was. However, rather than stating that the job could provide maximum satisfaction (represented by a 7), they stated that it could provide between "good amount" and "very much" satisfaction (represented by 5.8).

Fifty-five out of 57 nurses or 96% of the respondents described themselves as having a good amount of overall satisfaction or better (numerical rating of > 8), as measured by Munson et al. [10 - (b - a)]. One nurse described her/himself as having a "fair to good" amount of overall satisfaction and another one described her/himself as having a fair amount of overall satisfaction. None of the nurses rated themselves as having "little or none" or "not much" overall satisfaction.

The mean of the nurses' ratings of overall satisfaction which they received from their jobs was 9.2 (maximum satisfaction is 10). This indicated that the nurses were very much satisfied with their present home care jobs.

Problem five. Which satisfiers are perceived by nurses in the sample population to contribute to overall job satisfaction in their current jobs?

Analysis of the data using the Pearson product moment correlation coefficient procedure revealed a linear statistically significant positive relationship between seven out of twelve of the satisfiers and overall job satisfaction. The remaining five satisfiers -- "authority to direct others", "financial rewards", "opportunity to use all skills and abilities", "give help to other people" and "understanding of others" did not have a significant

relationship to overall job satisfaction. These results were specific to the study population of home care nurses.

Multiple regression analysis revealed that only two satisfiers -- "Working with likeable people" and "Feeling of self-fulfillment" -- displayed a statistically significant contribution to overall job satisfaction. They accounted for a total of 54.7% of the variation of the criterion variable -- overall job satisfaction.

Problem six. Which factors are perceived by nurses in the sample population to contribute to overall job satisfaction in their current jobs?

The Pearson product-moment correlation coefficient equation revealed a statistically significant positive linear relationship between three of the four factors and overall job satisfaction. These three factors -- Intrinsic Satisfaction, Involvement Satisfaction and Interpersonal Satisfaction -- were predictors of overall job satisfaction.

Multiple regression analysis revealed that two factors -- Intrinsic Satisfaction and Interpersonal Satisfaction -- made a statistically significant contribution to the variance in overall job satisfaction and account for 31.41% of the variance. Involvement Satisfaction and Extrinsic Satisfaction did not make a statistically significant contribution.

The respondents were asked to comment on any characteristics which they felt contributed to Home Care nurse's job satisfaction. A content analysis was used to classify and quantify the responses. The nurses' comments were grouped into six categories after the contents were analyzed:

(a) Recognition

(b) Work Environment

(c) Ongoing Education

(d) Feeling of Accomplishment

(e) Autonomy

(f) Interpersonal Interactions.

Conclusions

The findings of the study are representative of the job satisfaction present among the home care nurses employed by the two health units surveyed for this study. The following conclusions are based on the findings of the data analysis:

1. The four factors identified by Munson et al. (1974) in their first satisfaction index (b - a) -- Intrinsic satisfaction, Involvement satisfaction, Interpersonal satisfaction and Extrinsic satisfaction are applicable to the Canadian home care nurses. However, based on the findings of this study several modifications of the factors should be implemented: (a) The satisfier "give help to other people" should be placed under the Intrinsic satisfaction factor rather than under the Interpersonal satisfaction factor when the job satisfaction of Canadian nurses is being studied (b) Three satisfiers -- "do important and worthwhile things", "secure future" and "favorable arrangements for vacation, hours, time off" -- should be excluded from these factors since they failed to load on a single factor.

2. Munson et al.'s (1974) second satisfaction index [I(b - a)] should not be used for the study of job satisfaction of Canadian nurses. Significant differences between the health care systems of the United States and Canada contributed to the failure of the second satisfaction index to load on four factors which were similar to the factors found on the first satisfaction index (Andreopoulos, 1975; Barer, Evans & Stoddart, 1979; Evans & Stoddart, 1986; Soderstrom, 1978).

3. The nurses in this study most frequently identified "feeling of self-fulfillment" and "give help to other people" as being first and second in importance to the job satisfaction of Canadian home care nurses. The six satisfiers ranked as most important in providing job satisfaction, except for the satisfier which loaded on more than one factor, were components of the Intrinsic Satisfaction and Interpersonal Satisfaction factors.

4. Home care nurses had a significantly higher score on the Involvement Satisfaction factor when they had either a BSc.N., were employed as management or participated in a combined palliative and general program. There were no specific differences noted in the

job descriptions of nurses with different levels of educational preparation. These results support the literature which states that the baccalaureate-educated nurses display the quality of "autonomy of nursing practice" (Cary, 1988, p. 342). This quality is essential to the delivery of health care in the home (Cairns et al., 1987). Carpenter (1989) supported the results of this study when she stated that management's increased job satisfaction was associated with increased autonomy. High Involvement Satisfaction of the nurses covering the combined palliative and general program may have been a direct result of the authority given to the nurses to establish and maintain appropriate care of the complicated palliative client in the home.

Home care nurses who were employed either in the combined general and palliative program or by agency 1 were more satisfied on the Intrinsic Satisfaction factor. The nurses providing palliative care tended to have a lower patient staff ratio (Power et al., 1988) which allowed for the extra time required to provide the complicated care required by the terminally ill client and the client's family. Since these clients may experience life or comfort-threatening crises without warning, they frequently require the palliative nurse to use her specialized skills and abilities.

Nurses who had a case load of less than 40 clients or who were employed by Agency 1 displayed significant differences in their responses to the Extrinsic Satisfaction factor. Numerous authors (Gray-Toft et al., 1981; Mann & Jefferson, 1988; Wolf, 1982) described work-load as being a significant source of stress. This Extrinsic Satisfaction consisted of the single factor -- "financial rewards". The nurses believed that they should receive greater financial compensation when they had a large case load.

5. The home care nurses did not believe that their home care job could provide them with a maximum amount of satisfaction; rather they stated that it could provide between a "good amount" and "very much" satisfaction.

6. The average home care nurse was "very much" satisfied with his/her present home care job. This result differed from the results obtained by Curreri et al. (1985) which

revealed that home care nurses in that specific American setting did not experience job satisfaction.

7. The two satisfiers which were the best predictors of job satisfaction -- "working with likeable people" and "feeling of self-fulfillment" -- were also fourth and first, respectively, on the Importance scale. These two satisfiers were also mentioned frequently in the free response categories of interpersonal interactions, ongoing education and feeling of accomplishment as being present in the organization.

8. The two factors which were the best predictors of job satisfaction were Intrinsic Satisfaction and Interpersonal Satisfaction. They accounted for 33.52% of the variance in overall job satisfaction. These factors were composed of the six satisfiers which were listed as the most important to job satisfaction by the home care nurses.

Maslow (1943, p. 392) stated that "a satisfied need is not a motivator". The nurses were not as satisfied with the satisfiers composing Involvement Satisfaction or Extrinsic Satisfaction. Lower levels of Extrinsic Satisfaction may have been a result of the political and financial environment present during this study. The presence of a country-wide recession associated with announcements of nursing layoffs and the need for financial restraint in health care may have created concerns for the individual nurses and resulted in less satisfaction with the Extrinsic factor. Maslow (1970) also stated that it is unnecessary to meet all the needs at one level before identifying needs at a higher level; therefore, failure to achieve extrinsic satisfaction does not mean that the Canadian home care nurses are functioning at this lower level of Maslow's hierarchy of needs.

The home care nurses identified that they were satisfied with the components of Interpersonal Satisfaction but were not satisfied with the components of Involvement Satisfaction which were at a higher level of the hierarchy. The open-ended responses also revealed that the home care nurses were mostly satisfied with the Interpersonal Interactions (Interpersonal need) which occurred in the organization but they were not satisfied with the Recognition (Involvement or self-actualizing need) they received. Consequently,

application of Maslow's theory to the results of this study revealed that Canadian home care nurses were motivated in their work situations by the satisfiers composing the Involvement factor. This corresponded with Maslow's (1970) belief that the satisfaction of self esteem and self-actualizing needs are the greatest organizational concerns in our North American society.

Implications

Several significant findings resulted from this study of Canadian home care nurses, although the study did have a significant limitation. A increased number of respondents randomly selected from a larger population of home care nurses would have increased the generalizability of the findings. In view of this limitation, suggestions concerning implications for home care nursing management practices must be regarded cautiously.

1. Differences between the health care systems of the United States and Canada have had a significant impact upon the satisfaction levels of home care nurses. Consequently, Canadian home care managers should consult Canadian-based sources of information when attempting to make organizational changes to improve the job satisfaction of home care nurses.

2. The respondents to the survey stated that they were less satisfied with "Involvement" satisfaction. Managers could increase the Involvement Satisfaction in the organization without increasing costs.

3. This information might be used to develop an "employee profile" which will assist managers to identify those nurses who will "fit" into the organization. This would reduce the costly consequences of employee dissatisfaction.

4. Management may wish to hire a greater proportion of nurses with baccalaureate degrees since they tend to have greater "Involvement Satisfaction".

5. All home care nurses should carry a combined palliative and general care caseload. The nurses' increased "use of all skills and abilities", "sharing in the determination methods and procedures", and "sharing in the setting of goals" would enhance the overall levels of "Intrinsic" and "Involvement" satisfaction.

6. If the size of client caseloads is expanded the home care agency should consider supplementing the financial remuneration received by the individual home care nurse. Recognition of the increasing work stress (a result of increased client caseload size)

through enhanced financial remuneration may reduce the costly consequences of job dissatisfaction.

Implications for Research

1. Further Canadian studies should use Munson et al.'s (1974) first satisfaction index (b - a) as a measure of job satisfaction since it has displayed good reliability and validity.

2. A future study could investigate and compare the job satisfaction of sample groups of hospital nurses and home care nurses. This would create a profile of specific job satisfiers and satisfaction factors associated with two major types of health agencies which employ nurses. It would also help employers to identify the factors which attract nurses to their agency. During periods of nursing shortage this information is especially important.

3. Future studies should consider administering interviews after the questionnaire has been completed. Additional valuable information regarding the home care nurses' job satisfaction would be imparted to the researcher through these interviews.

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APPENDIX A

Home Care Nurses' Questionnaire and Covering Letter

3423-42 Street
Edmonton, Alberta

Dear Sir/Madam:

In addition to my position as Senior Nurse with the Edmonton Home Care Program, I am a student at the University of Alberta. I am enclosing a questionnaire designed to determine possible sources of job satisfaction. This is part of a study being conducted as a partial requirement for a Master of Education in Educational Administration.

It is hoped that the findings of this study will enhance awareness and understanding of those factors which may influence the job satisfaction of nurses employed in Home Care.

I would very much appreciate your time and effort in completing the attached questionnaire. It should take approximately 15 to 20 minutes to complete. Please place the completed questionnaire in an unmarked envelope and give it to the office secretary who will stroke your name off the master list. If you do not wish to participate in the survey please place the unanswered questionnaire in an envelope and give it to the secretary. Please note that complete anonymity of persons is assured. The responses of individuals will be consolidated for purposes of analysis.

I would appreciate receiving the completed questionnaire by October 18, 1990. This will greatly assist me in completing my program within the time constraints.

Thank you in advance for your participation. I will be delighted to share my findings with you after completion of the study. Research reports will be made available at all offices for individuals who are interested in them. If you are interested in a personal copy of the summary of the results of the research study please enclose a self addressed and stamped envelope with your questionnaire.

Yours truly,

J. Wagner, B.Sc.N.,
D.H.S.A.

JOB CHARACTERISTICS

In the following questions we would like you to give an objective appraisal of the opportunities for satisfaction in your particular home care job.

Please look at the sample question below. The respondent, in a previous study, later described to us the reasons for her answers. Her reasons are noted below each scale.

	Little or None	Not Much	Fair Amount	Fair to Good	Good Amount	Very Much	The Maximum
The opportunity to fully use all my skills and abilities in my present home care job:							
a. How much opportunity is there now?	[ ]	[X]	[ ]	[ ]	[ ]	[ ]	[ ]
(I spend too much time doing busy work.)							
b. How much opportunity there could be in a job like mine:	[ ]	[ ]	[X]	[ ]	[ ]	[ ]	[ ]
(There is need to reorganize the work more, though in this job all of my skills and abilities can never be fully used.)							

In (a), "How much opportunity is there now?", you are evaluating your position in terms of how much it presently provides of the characteristic in question. In (b), " How much opportunity there could be in a job like mine:", you are evaluating your position in terms of how much it could provide of the characteristic.

Check the box on the scales that best represents how much of the characteristic being rated is in your job. If you think that there is "little or none" of the characteristic associated with your job check the first box Little or None. If you think that there is a "great deal but not a maximum amount," you would check the Very Much box. For each scale, check only one box. Please do not omit any scales.

	(1) Little or None	(2) Not Much	(3) Fair Amount	(4) Fair to Good	(5) Good Amount	(6) Very Much	(7) The Maximum
1. The authority to direct others connected with my home care job:							
a. How much authority is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. How much authority there should be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
2. The opportunity in my job to work closely with likeable people:							
a. How much opportunity is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. How much opportunity there could be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
3. The financial rewards of my job:							
a. How much is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. The rewards there should be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
4. The opportunity to use all my skills and abilities in my present home care job:							
a. How much opportunity is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. How much opportunity there could be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
5. The opportunity for a secure future in my home care job:							
a. How much security is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. How much security there could be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
6. The opportunity, in my home care job, to help other people:							
a. How much opportunity is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. How much opportunity there could be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
7. The opportunity, in my home care job, to share in the determination of methods and procedures:							
a. How much is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. How much opportunity there could be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
8. The favorableness of arrangements for time off, vacation, and working hours that goes along with my job:							
a. How favorable are they?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. How favorable the arrangements should be for a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
9. The opportunity to do important and worthwhile things in my present home care job:							
a. How much is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. How much opportunity there could be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]

	(1) Little or None	(2) Not Much	(3) Fair Amount	(4) Fair to Good	(5) Good Amount	(6) Very Much	(7) The Maximum
10. The opportunity in my home care job to share in the setting of goals:							
a. How much is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. How much opportunity there could be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
11. The self-fulfillment I get from being in my present home care job (that is, being able to use my own unique capabilities, realizing my potentialities):							
a. How much self-fulfillment is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. How much self-fulfillment there could be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
12. The understanding of others in my office of the problems and difficulties faced in my job:							
a. How much understanding is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. How much understanding there should be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
13. Taking everything together, the amount of satisfaction I get from my job:							
a. How much satisfaction is there now?	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
b. The amount of satisfaction that there could be in a job like mine:	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]

14. a. What other job characteristics do you believe contribute to job satisfaction?

_____

_____

_____

_____

_____

b. Are these job characteristics present in Home Care?

_____

_____

_____

IMPORTANCE OF JOB CHARACTERISTICS

Please find enclosed in the envelope a package of twelve cards with the twelve job satisfaction characteristics which you have just used to rate your job, printed on them. Please sort the cards according to how important each item is to your job satisfaction in home care. That is, tell us the relative importance you place on having a job with the characteristic. Number the cards from one to twelve corresponding with how important you believe that each characteristic is to job satisfaction. (Number one corresponds with the characteristic which is most important to job satisfaction. Number twelve corresponds with the characteristic which is least important to job satisfaction).

Wrap an elastic band around the ordered cards and return them to the envelope.

Please provide information concerning yourself and your work environment by marking thus [X] the appropriate category.

1. Highest level of education:

1. R.N. Diploma	[ ]	3. Baccalaureate Degree	[ ]
2. R. N. plus post basic diploma	[ ]	4. Master's Degree	[ ]

2. Total amount of years spent in nursing: (Count present year as a complete year)

[_____]

3. Total amount of years spent in community-based nursing: (Count present year as a complete year)

[_____]

4. Total amount of years spent in Home Care: (Count present year as a complete year)

[_____]

5. Full or part-time employment:

1. Full time	[ ]
2. Part time	[ ]
3. Casual	[ ]

6. Employment in general or palliative program:

1. General	[ ]
2. Palliative	[ ]

7. Position in the organization: (Please indicate the one response which most closely describes your situation)

1. Staff nurse	[ ]
2. Supervisor	[ ]
3. Administration	[ ]

8. Number of clients on your case load:

1. Under 40	[ ]	4. 60-69	[ ]
2. 40-49	[ ]	5. Over 60	[ ]
3. 50-59	[ ]		

9. Marital Status:

1. Single	[ ]
2. Married	[ ]

10. Number of children at home: [_____]

11. Ages of children: [_____]

12. Age to your nearest birthday:

1. Under 25	[ ]	3. Over 45	[ ]
2. 25 to 44	[ ]		

13. Agency employed by:

1. Leduc-Strathcona Home Care	[ ]
2. Sturgeon Home Care	[ ]

APPENDIX B

Munson and Heda's Factor Analysis

TABLE A

ROTATED FACTOR MATRIX

(b-a) SATISFACTION ITEMS

	I	II	III	IV	V
INTRINSIC TASK SATISFACTION					
The opportunity to use fully my skill and abilities in my hospital job	.154	.168	.614	.198	.214
The opportunity to do important and worthwhile things in my job	.157	.267	.616	.170	.287
The self-fulfillment a person gets from being in my hospital job	.289	.266	.548	.217	.076
INVOLVEMENT SATISFACTION					
The authority to direct others connected with my hospital job	.232	.382	.084	.421	.148
The opportunity in my hospital job to share in the determination of methods and procedures	.192	.133	.185	.686	.161
The opportunity in my hospital job to share in the setting of goals	.187	.146	.257	.695	.136
TASK VARIETY SATISFACTION					
The prestige of my job outside the hospital	.053	.503	.155	.121	.215
The accountability for many different things in my hospital job	.119	.537	.134	.077	.110
The variety of work in my job	.129	.446	.263	.193	-.062

TABLE A

Continued

INTERPERSONAL SATISFACTION	I	II	III	IV	V
The opportunity in my job to work closely with likeable people	.610	.304	.145	.211	.323
The understanding of others on my unit of the problems and difficulties of my job	.610	.116	.158	.185	.177
The opportunity in my hospital job to give help to other people	.491	.143	.309	.209	.119
EXTERNAL SATISFACTION					
The fairness of working conditions that go along with my job	.209	.236	.152	.154	.558
The job security in my job	.225	.572	.095	.088	.414
The financial rewards of my job	.129	.508	.189	.137	.498

APPENDIX C

Correspondence

Department of Health Services Management and Policy

School of Public Health
The University of Michigan
FAX (313) 763-5455

1420 Washington Heights
Ann Arbor, Michigan 48109-2029
(313) 936-1304

January 29, 1991

Joan Wagner, RN, BScN, DUSA
3423--42 Street
Edmonton, Alberta
T6L 3Z4
Canada

Dear Ms. Wagner:

You have full permission to duplicate and use the Job Characteristics Index in your research on the job satisfaction of home care nurses.

I am pleased the index can be of assistance in your work.

Sincerely,

Elizabeth A. Sullivan for
Fred C. Munson, Ph.D.

FCM/eas

APPENDIX D

Varimax Factor Solution for 12 Satisfiers with Importance Without Management

Table 25

Varimax Factor Solution for 12 Satisfiers Using Four Factors Without Management

	Factors and Factor Loadings I (b - a)			
	1	2	3	4
1. Authority to direct others	-.13535	.05035	-.10244	.67670
11. Feeling of self-fulfillment	-.34464	.19600	-.26339	-.68160
12. Understanding of others	.28600	.08047	.70337	.12129
3. Financial rewards	-.30853	-.71439	-.12148	.12492
9. Do important and worthwhile things	-.13820	.84319	-.17554	-.03395
4. Opportunity to use all skills and abilities	.59781	-.34876	-.20545	-.01502
8. Favorable arrangements for vacation, hours, time off	-.65399	-.12053	-.13752	.31714
10. To share in the setting of goals	.83026	.14101	.03575	.12968
2. Working with likeable people	-.46593	-.03014	.69802	-.15903
5. Secure future	-.05894	-.57063	-.29431	-.49063
6. Give help to other people	.19783	.26104	.29658	.04230
7. Share in the determination of methods and procedures	.64256	.42350	-.20908	.26944
Eigenvalues	2.7	1.9	1.5	1.2
Percentage of total variance	22.7	15.6	12.6	10.1